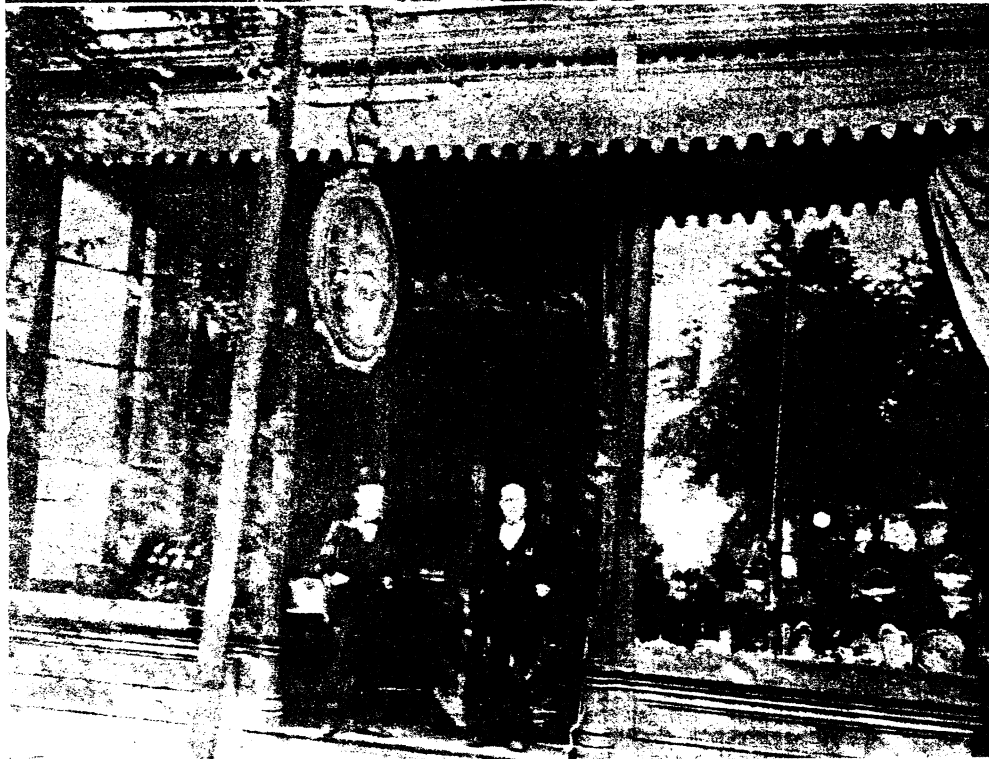
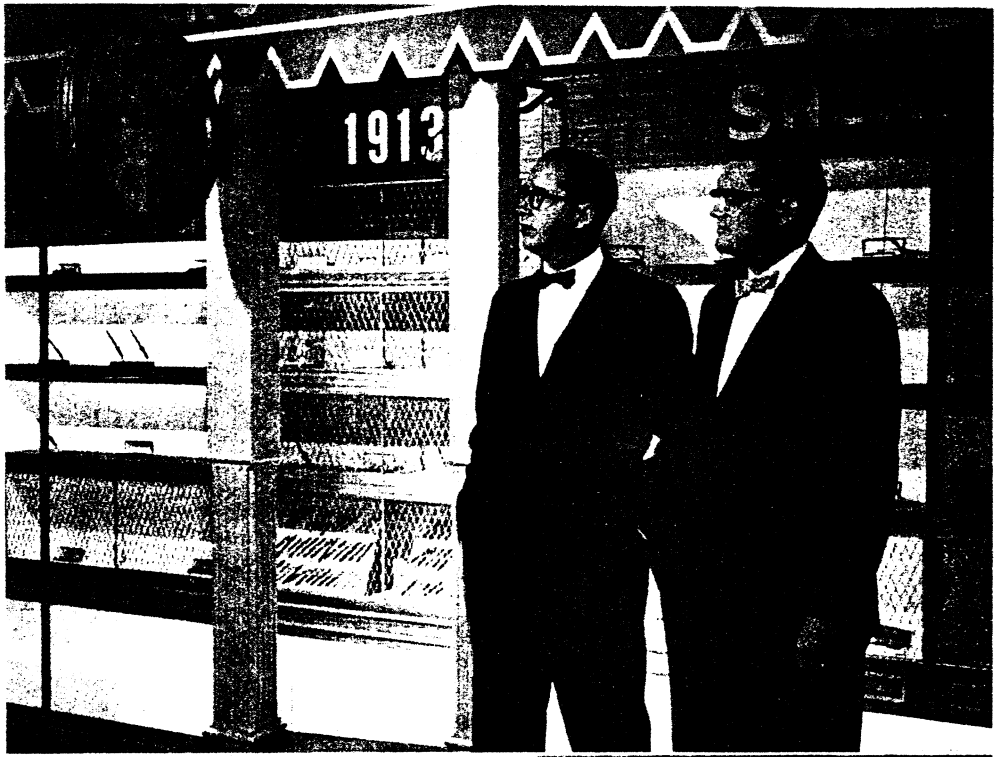


# SHEAFFER'S *Review*

JANUARY - FEBRUARY 1963





# Who Profits From Profit?

(ED. NOTE — Suppose we suddenly stopped making a profit. It could happen to any company any time, because there is no assurance that a profit will be made. If costs are higher than anticipated, or if sales do not meet expectations, a loss can readily result. For a time, we might keep going on profits we'd retained in past years. But the life of a company—and the jobs it provides—would be short under such conditions. In this article, we take a look at how and why jobs are dependent on profits.)

## Profits and Jobs Go Together

(No. Two in a Series)

**P**ROFIT IS the part of the sales dollar that remains after all expenses have been paid.

During the last fiscal year, here at Sheaffer Pen, 8.5 cents of each sales dollar remained as profit after taxes.

Taxes were \$1,051,136.

The remaining profit dollars were used in three major ways:

1. Dividends were paid to stockholders as their return for investing money in the company. This took 3-1/2 cents of profit.

2. As is our policy, profit-sharing was paid to employees. This took 3-3/4 cents of profit.

3. This left 1-1/4 cents of profit to be retained for investment in company growth.

### Growth Dollars

Because profit dollars are growth dollars and are, in fact, essential to the life of any business enterprise, the only sound kind of a company for which to work is one that's making a reasonable profit. What constitutes a reasonable profit may vary from company to company and industry to industry—depending on particular growth needs and competitive conditions. Stockholders must get a fair return for having risked their money, of course. Then, at times when new equipment is needed or when expansion and diversification programs are planned, the need for retained earnings becomes even more important.

Employees whose employer is earning a profit are the only ones who can feel secure about job prospects. Also, profitable companies are the only ones which, over periods of time, can provide increases in pay and benefits, pleasant working conditions and good tools.

The employee whose employer is not earning a profit cannot be sure how long his job will last. Any increase in wages or benefits granted by a company which is not earning money simply increases the company's losses, which must be borne by the owners.

New jobs are necessary in great numbers today. Each year, more people desire employment as the population increases. Jobs must also be available for persons who become unemployed when old industries retire from business as new industries arise.

### New Job Costs \$20,000

New jobs in our economy are created when an investor or a group of investors decides that there is a probability they can make a profit by starting a new business, or when an existing company decides that expansion may be profitable. The creating of a new job is an important decision because, on the average, each job takes an investment of close to \$20,000.

Obviously, more new businesses will be started and more old ones will decide to expand when profit levels are generally good than when they are unsatisfactory. When sufficient profits are be-

ing earned so that investors are confident, business grows and hires additional workers, thus decreasing unemployment.

In recent years, unemployment has hovered between four and five per cent of the labor force in the United States. Millions of people who would like to work have been unable to find jobs. It is no coincidence that these years of relatively high unemployment have also been years in which profits have failed to increase in total volume, although wages, salaries, the national income, and the volume of goods and services produced all have increased greatly.

### Government Spending Not Solution

Unemployment cannot be solved by giving more people government jobs or by increasing government purchases of goods. Government jobs and purchases are paid for by taxes on profits, which further reduce them, and on the incomes of persons who invest in profit-making businesses. Taxes are the only source of government revenue.

What government spends adds nothing to the nation's income because it is money taken from people who otherwise would have spent or invested it themselves, thus helping to create jobs.

More jobs, then, will have to come from private enterprise—which always has created vast numbers of new jobs whenever there was the prospect of soundly profitable operation.

*NEXT: Are Profits Too High?*

*Sheaffer Review*

# Veteran Employees . . .

## Retirements Announced for 13

Ten hourly-rated employees with a combined total of 259 years of service are retiring February 28. They join three other long-time employees with 84 years of service who retired late last year.

The group includes Roland Peckstein, Plastic Fab, 38 years; Deac Emerson, salesman, 36 years; Dave Livingston, salesman, 35 years; August Peterschmidt, Plastic Fab, 34 years; Alice Rasmussen, International, 30 years; Dick Rudd, Occupancy, 29 years; Louise Spencer, Purchasing, 29 years; Fred Galbraith, Molding, Plant No. 2, 21 years; Floyd McMickle, Occupancy, 20 years; Goldie Shibley, Service, 19 years; Mary Merschman, Service, 18 years; Joe Burch, Service, 17 years; Harry Raines, Occupancy, 17 years.

(Alice Rasmussen, Dick Rudd and Fred Galbraith were not available for a picture.)

ROLAND PECKSTEIN joined the company in March, 1925. "I'll spend a lot of time fishing and do some gardening," he says. The change from hand grinding to new, automatic machines was one of the most important during his time as an employee, Roland adds. The move into the new plant was the most interesting experience.



Peckstein

DEAC EMERSON joined the company as a salesman in August, 1926. He plans to keep his hand in the sales field after retirement by going into real estate. Deac reports that a highlight of his career was representing the company at the signing of the UN Charter, for which our pens were used. . . DAVE LIVINGSTON, another veteran member of the sales force, joined the company in December, 1927. Traveling, golf, fishing and hunting are on the

agenda for after retirement. The many product improvements introduced by the company over the years have provided career highlights for Dave. . . AUGUST PETERSCHMIDT joined the company in July, 1928. He intends to catch up on fishing and hunting. One of his top experiences was grinding the holder for our one millionth fountain pen.



Emerson



Livingston



Peterschmidt

LOUISE SPENCER became an employee in March, 1934. She reports that, at present, she has no definite after retirement plans. . . FLOYD McMICKLE has been an employee since August, 1942. Construction of the new plant is the biggest change in our operations he's noted over the years, along with "more modern

machines that help to make better products." . . . GOLDIE SHIBLEY joined the company in August, 1943. She plans to do some traveling and to spend more time with her children and grandsons. The move into the new plant, with its modern working conditions, rates as her top experience as an employee.



Spencer



McMickle



Shibley

MARY MERSCHMAN joined the company in August, 1944. She hopes to do some traveling, although it isn't definite. The move into the new building also rates as the biggest change she's noted in our operations over the years. . . JOSEPH BURCH joined the company in July, 1945. When warmer weather rolls around, he plans to do some fishing and to take a few trips. The plant move and "mass producing large quantities of popular price

writing instruments" rate as the top changes he's observed. Profit-sharing ranks as the most interesting experience. . . . HARRY RAINES joined the company in February, 1946. He plans to do some fishing and hunting. The biggest change he's noted came when we started large-scale production of cartridge pens, with the resultant change-over in machinery. Profit-sharing has been his most interesting experience.



Merschman



Burch



Raines

## Members for 1963 Begin Monthly Meetings



Members of the WASPCO Council for the current year include:

Front row (left to right)—Ray Magel, James Sweezer, vice-chairman Dale Yantes, Henry Mitchell, chairman Dennis Moline and Adelbert Fraise.

Back row (left to right)—Shirley Thiem, Myrle

Britton, Beulah Amons, Alta Grimes, Aurelia Atkinson, secretary Joan Gross, Edith Trainer, Mildred Wagner, Geraldine Herold, Dorothy Lamb, Shirley Buckley and Jestead Calhoun.

Not shown are Virgil Schumacher, Virgil Alton, Wilbert Ort, James Perry, Dean Toops and Gene Davis.

## Spotlighting Sheaffer Jobs

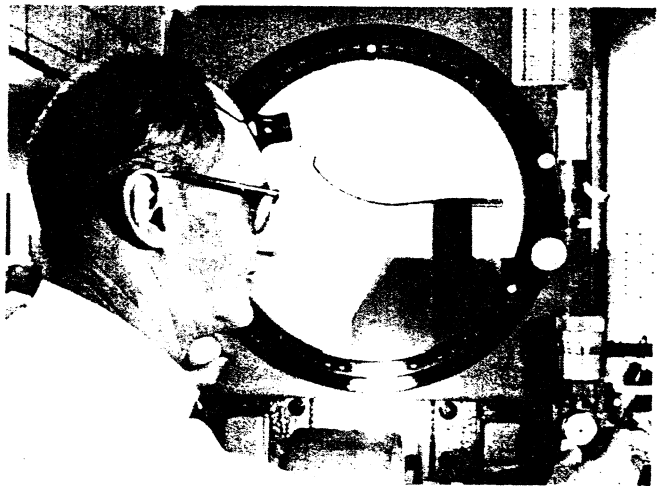
*(ED. NOTE:—A finished writing instrument and its sale are the result of hundreds of separate operations, performed by many employes. Each requires particular skills and is vital in its own special way to product quality and the success of our company. This is the eighth of a series that describes the jobs in this production and sales chain.)*

After desk bases have been drilled, one of the first operations in assembling a completed desk set is the glue, felt and label job (left picture below). A top grade of green felt is cut to match the various base sizes and glue is brushed evenly over the entire bottom of each base. Labels showing price listings are then placed in the



middle of each piece of felt. After the glue has set, excess felt is trimmed from the edges of each base and Sheaffer decals are centered on the front edge. The employee is Gladys Herron.

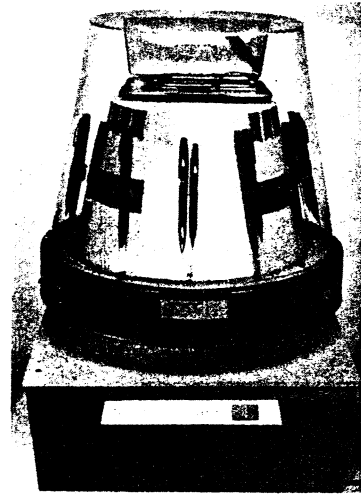
A comparator, which magnifies up to 50 times, is one of the important pieces of equipment used in checking all parts, raw materials, displays and marketing materials that come to us from over 100 suppliers. From four to as many as 30 attributes are checked on incoming materials to insure that quality is maintained. The item being checked by Ernest Skinner in the picture (right) is a clip spring for the Safeguard clip ballpoint pen. Particularly important are the stock thickness, on which the tolerance is plus or minus .0005, and the .010 radius or front edge of the spring.



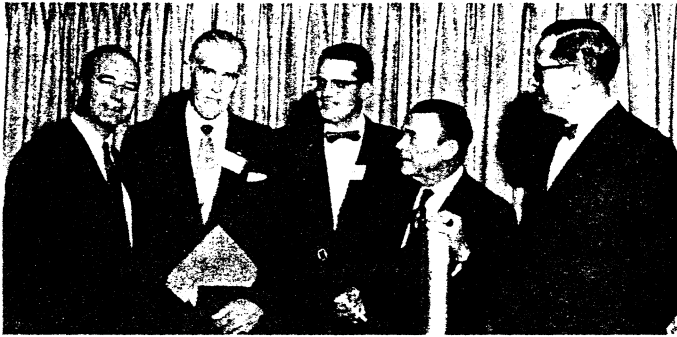
## Marketing Review . . .

# Introduction of Lifetime Fountain Pens Opens Anniversary Year

The introduction of three new Lifetime fountain pens highlighted marketing news as our 50th anniversary year got underway. Introduced at a national sales meeting of the Retail Division in January, the pens will carry a guarantee on quality performance for the lifetime of the original owner. New merchandising materials and advertising plans were also unveiled at the Retail Division meeting.

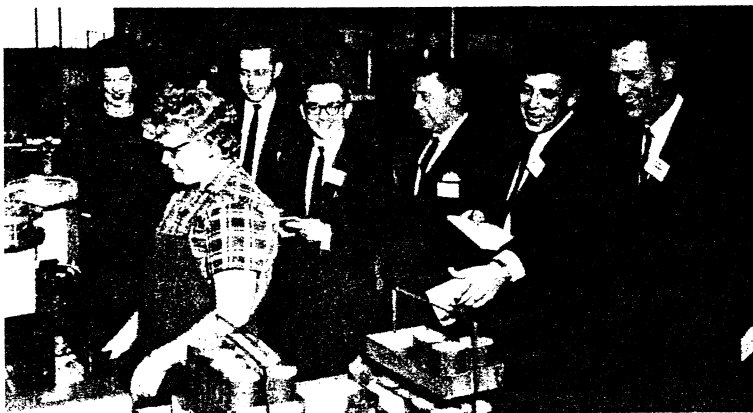
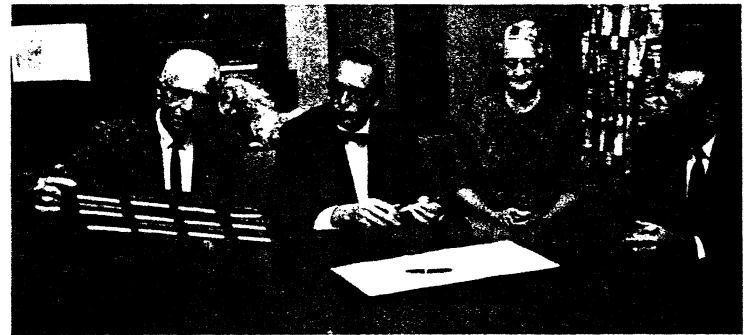


This automatic counter-top pen selector is the newest sales aid offered to dealers by the Retail Division. When the selector button is pressed the unit revolves to spotlight and describe individually each of 12 sets or single pens, providing a new concept in the self selection of prestige writing instruments. A new window display highlighting the Lifetime fountain pens has also been introduced by the Retail Division. It combines light and motion and may be used in various sized windows.



The veteran employees shown here with Pres. Walter A. Sheaffer II are among those who helped with our first Lifetime fountain pens, introduced in 1920. Comparing these early models with the new Lifetime fountain pens, introduced last month in commemoration of our 50th anniversary year, are (left to right) Al Hetzer, Mr. Sheaffer, Cora Dye and Bob Casey. There are four models of the new pens, priced from \$12.50 to \$30. They include a guarantee on quality performance for the lifetime of the original owner.

Deac Emerson (second from left) and Dave Livingston (second from right), both long-time members of the sales force who are retiring this month, were honored by their fellow employees at the Retail Division national sales meeting last month. With them in this picture are (from the left) Ed Reavey, Retail Division marketing director, John Sheaffer and Pres. Walter A. Sheaffer II.



Salesmen observed specific phases of our manufacturing operations during the meeting to become completely familiar with our emphasis on quality. One group is shown here with guide Peryl Kress (left). The operator (foreground) is Mary Anders. Employee Harriet Anderson is in the background.

The 1963 advertising program has been designed in cooperation with our new agency, the Gardner Advertising Co. Gardner personnel shown below include (from the left) Jay Satoris, art director, Merchandising Department; Bill Claggett, account executive for the International Division; Jack Helm, account executive for the Retail Division; Dave Ferriss, account supervisor and a Gardner vice-president; John Deacon, account executive for the Popular Price Division. The ad program now includes eight national magazines, leading youth publications, the trade press and TV spots in 32 major markets.



## Management . . .

# Four Veteran Members to Retire

**F**OUR VETERAN members of management, all of whom have made important contributions to company growth, will retire February 28.

They are Bob Casey, chief chemist, 43 years; Louis Koch, credit manager, 40 years; Emery Folker, assistant secretary and assistant treasurer, 34 years, and Wilbur Olson, patent counsel, 22 years.

Bob Casey is a native of Fort Madison, and he returned to his home town to join the fledgling Sheaffer Pen Company soon after receiving his bachelor of science degree from Trinity College, Hartford, Conn., in 1919. He had been graduated with honors in chemistry and had earned membership in Phi Beta Kappa, the national honor society. Later, he earned an MS degree at Trinity.

Bob was not long in making a major contribution to the business of his new employer and to better writing equipment. He began working on a way to improve the quality of inks, and from his experiments came the formula for Skrip writing fluid, introduced by the company in 1922 as the "successor to ink". It was an immediate success, and its outstanding writing qualities have made it, for many years, the world's largest selling ink. The trademark "Skrip" is known everywhere.

Bob was named manager of the first "Skrip factory" in the early 1920s and supervised production of his special formula. Later, he had charge of the research laboratory and was appointed chief chemist in 1943.

Bob is widely known in the engineering and chemical fields and he belongs to a long list of technical and professional societies. He has contributed numerous articles to chemical and engineering journals and has authored two books.



Louis Koch is also a native of Fort Madison. He received his bachelor of science degree from the University of Iowa and was also graduated with honors and elected to Phi Beta Kappa. He joined the company as a credit correspondent in August, 1922, was named assistant credit manager in 1934 and credit manager in 1942.

Over the years, Louie's skill in the field of credit management has been a major factor in the fine relationships the company has maintained with hundreds of retail stores across the nation. He defines the credit function as "man's confidence in man." It has long been an essential factor in marketing, both from the standpoint of the manufacturer and of the retailer. Through establishing sound, fair policies, Louie has contributed to the financial stability of the company while, at the same time, showing dealers that he understands their problems and needs and is willing to work with them.

With his penetrating memory for names, places and events, it seems certain that Louie knows more about the history of the company and about our relationships with dealers than any other employee.



Emery Folker had been operating his own printing business before he joined the company in May, 1929. He had attended Tri-State Commercial College, Keokuk, Iowa.

As assistant secretary and assistant treasurer, Emery's duties have included administration of the profit-sharing trust fund, which he helped to establish in 1943. He has watched the fund grow over the years to provide substantial retirement benefits for participating employees.



Wilbur Olson was named director of development and patent counsel for the company in April, 1941. Previously, he had been in private law practice in the patent field.

In the following years, under his direction, a wide range of important product improvements and developments were introduced by the company. In the months that preceded introduction of the Snorkel pen in 1952, he headed up one of the most closely guarded development programs in the company's history.

Wilbur has been a leading figure in the writing instrument industry through his work in helping to establish our industry organization, the Fountain Pen and Mechanical Pencil Manufacturers' Association. He is a past chairman of the association's executive committee. During World War II, his service to industry included terms on the Industry Advisory Committees of the National Production Authority and the Office of Price Stabilization.

Travel is an important part of the future plans of all four of the retirees. Wherever these travels take them, the best wishes and thanks of their fellow employees will go with them.

Wilbur Olson



Bob Casey



Louis Koch



Emery Folker



## Employees Visit Trade Display

Over 600 employees visited our 50th anniversary trade show display last month in the auditorium. Jac Colvin of the Marketing Division was on hand for three days during lunch and rest periods to show the display to them. In this group are (left to right) Linda Hayes, Charlotte Payne, Mary Roxlau, Nancy Thompson, Eileen Wardlow and Kay McGinnis.



## Square Dance Club Adds Members



FOURTEEN new couples have joined the employee square dancing club, the Sheaffer Penafours, that was organized last year. Beginners classes are now being held for them under the direction of Les and Mildred Warson. Membership in the club now totals 71. Meetings are held every Wednesday night in the Clubhouse.

## Introducing Nurse Sandy Mann



The company Medical Department is now staffed by nurse Sandy Mann, who joined the company last fall. A 1960 graduate of the St. Francis School of Nursing in Peoria, Ill., Sandy worked at St. Francis Hospital and in a Peoria doctor's office before coming to Sheffer. The field of medicine runs in the family for Sandy. Her mother is also an R.N. She and her husband live at Busard Mobile Home Park in Fort Madison.

## The Question Box

**QUESTION:** There are those who say the quality of American products is slipping. Do you feel this is true?"



**PAUL LAKE, Pen Point** — Yes, I feel this to be true. Production has increased to such an extent that quality has to suffer.

**SHARON WILKINSON, Patent** — I believe many manufacturers are slightly dropping product quality to compete with the prices of others in their field. However, good quality products are still available if you use a little care in shopping.



**CONNIE CAMPBELL, Steno** — I feel that American products are not as high in quality as they could and should be.

**CAROL BERGTHOLD, Quality Assurance** — I feel that the quality of American products is as good as in previous years. The products I have purchased recently show a high standard of quality.



**MARY JANE WATZNAUER, Shipping** — Yes, because our products are lacking in durability. The reasons for this are mass production, substitutes, and the cost of production.

**DUKE WALKER, Accounting** — No. I believe the consumer today is demanding more quality. Competition has brought level prices and the manufacturer has turned to higher quality, with guarantees, to market his products.



**W. A. SHEAFFER PEN COMPANY**

301 Avenue H  
Ft. Madison, Iowa  
Return Requested

M. Madine Cochran  
1323 Ave. D  
Ft. Madison, Iowa

Bulk Rate  
U.S. POSTAGE  
**PAID**  
Ft. Madison, Iowa  
PERMIT No. 12

*Sheaffer Good Neighbors . . .*

Norris Easley, Popular Price Marketing Division, is serving this year



as executive director of Fort Madison's Junior Achievement program, which includes six JA companies and over 100 junior and senior high school students. Previously, he has been program director and a company advisor in JA.

Norris is also a member of the Rodeo parade committee and the Student Center Association board.

He has been an employee for three years. Favorite pastimes include bridge, golf and all sports. He and Mrs. Easley (Barbara) have two children.

*Service Anniversaries*

— 5 YEARS —

Delmer Sugars . . . . . Occupancy-G

— 10 YEARS —

Cecile Burchett . . . . . Shipping  
Mildred Jeffries . . . . . Pen Point  
Emil Schneider . . . . . Tool & Die  
Allen Thompson . . . . . Occupancy-G  
Seigfried Weiler . . . . . Tool & Die

— 15 YEARS —

Jean Bell . . . . . Credit  
James Byrd . . . . . Marketing  
Mildred Horner . . . . . Data Processing  
Loretta Piles . . . . . Plastic Fab  
Richard Wagner . . . . . Regional Sales  
Manager

— 20 YEARS —

Robert Hellige . . . . . Molding  
Ruth Lamborn . . . . . QA-Metal Fab

— 25 YEARS —

Russell Okerstrom . . . . . Marketing

— 35 YEARS —



Harold Billman  
Engineering



Edith Frost  
Service

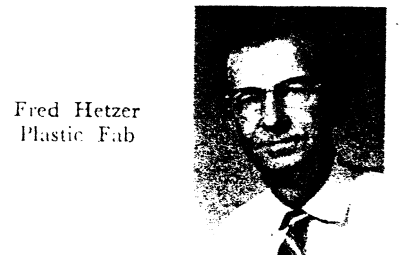


Floyd Hartman  
Tool & Die



Howard Senf  
Metal Fab

— 40 YEARS —



Fred Hetzer  
Plastic Fab

**SHEAFFER'S  
REVIEW**

Vol. 15 January-February No. 1

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Throughout the World

Member: Iowa Industrial Editors'  
Association

International Council of  
Industrial Editors

EDITOR - - - DICK PRIEBE

*Editor's Notebook*

Our slip is showing, and apologies go to Jean Jenner, Marjorie Lambert, R. Udall and R. Edwards of our subsidiary in England, who were listed as being employees in Canada in the last Service Anniversary column. Now that we have them back in the right country, we want to send added congratulations along with the apologies.

A new "400M" audiometric room has been introduced by Maico Electronics. For use in conducting hearing tests, the enclosure has 4 inch thick walls and meets the specifications of most industrial, military and medical installations.

About 250 attended the annual Christmas party for children of Sheaffer employees in Australia, according to a report from the Land Down Under. The party was held at the home of Managing Director Glenn Stott, who portrayed Father Christmas and distributed gifts to the youngsters. The program also included a picnic lunch, sporting events and movie cartoons. (In Australia, the Christmas season falls in the middle of summer).

America's astronauts are now using Sheaffer pencils supplied to them by the Public Relations Department. A letter from Public Affairs Officer John (Shorty) Powers says in part: "The special pencils for the U. S. Mercury Astronauts have been delivered to them and are in almost daily use. Please relay our collective thanks to the Sheaffer Pen Company for their generosity."

*On The Cover*

A display based upon the turn-of-the-century jewelry stores in which W. A. Sheaffer began his business career, before his invention of the lever-fill pen, will highlight our company's participation in leading trade shows during the anniversary year. It was in the workshop of Mr. Sheaffer's Fort Madison store that the lever-fill pen was invented in 1908 and the first Sheaffer models manufactured. In the top cover picture, Pres. Walter A. Sheaffer II and John Sheaffer pose in front of the anniversary display in a scene similar to that which shows W. A. Sheaffer (left) and his father, Jacob, at the door of their jewelry store in Bloomfield, Iowa (lower picture).





## From the editor's notebook . . . .

The first issue of a publication for employees of our subsidiary in Sao Paulo, Brazil, reached the desk recently. It is a four-pager with the same page dimensions as the Review. A highlight of the issue was a story about our 50th anniversary year, together with a picture of our main plant in Fort Madison.

This marks the first overseas Sheaffer employee publication. It has our best wishes for every success.

\* \* \*

Vice-President and General Counsel Bob Thomas has been named to represent the company on the executive committee of the Fountain Pen and Mechanical Pencil Manufacturers' Association.

\* \* \*

The following verses are the work of Allene Biby, Shipping Department.

She's found writing to be an interesting,  
enjoyable pastime and has sent several  
items to the Des Moines Register-  
Tribune.

*I doubt if there has ever been  
A tool more useful than a pen  
In line of duty, or romance  
Use PFM don't take a chance*

*If you have a ballpoint  
With the new Safeguard clip  
You'll never have to worry  
About a pocket full of Skrip.*

\* \* \*

A fine example of Sheaffer display overseas is found in this store—*Loja das Canetas*—located in Fortaleza, a community in the northern section of Brazil. Al Warwick, sales director for our subsidiary in Sao Paulo, reports that this shop is one of the finest in Brazil and sells a substantial volume of Sheaffer products.



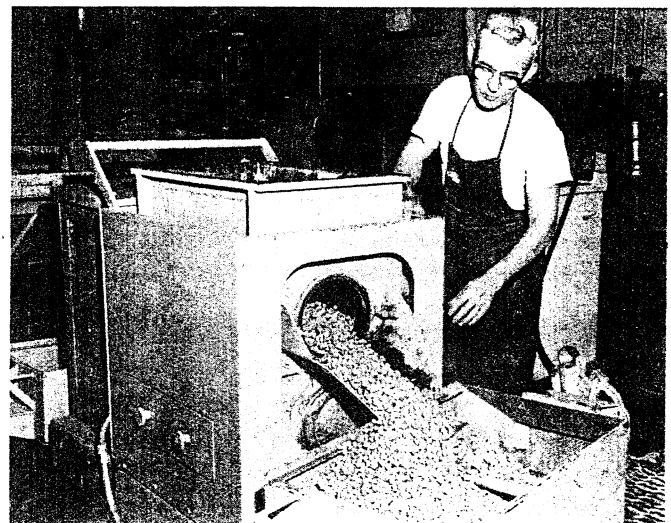
## Spotlighting Sheaffer Jobs

*(ED. NOTE:—A finished writing instrument and its sale are the result of hundreds of separate operations, performed by many employees. Each requires particular skills and is vital in its own special way to product quality and the success of our company. This is the ninth of a series that describes the jobs in this production and sales chain.)*

With these machines located in the Shipping Department (left picture), operators engrave the nameplates on desk sets, as well as initials and names on the clips and barrels of writing instruments. Master copy type or plates are used by the operator in doing the engraving, and any copy can be precisely duplicated with the machines. Frequently, we are asked to engrave the intricate designs of trade marks, brand names or fraternal organization symbols. Special plates

can be obtained in a few days. The operator shown is Cecile Burchett, who has been engraving for us for 10 years.

The picture at the right shows part of the new vibro-finishing process for pen points that has been installed in the Pen Point Department. This machine is used to remove burrs from the points by vibrating them with another material (triangular-shaped pieces of aluminum oxide in the case of steel points). They are then polished by a second machine, which vibrates them together with small wooden blocks. This process replaces the tumbling barrel method previously used. Because it is both faster and eliminates damage it will enable us to save thousands of dollars a year in the finishing of pen points. We have three machines at present and a fourth is on order. The operator is Anthony Fochring.



**P**LANT No. 2 in Fort Madison is now a production operation unlike anything our company has had before.

The changes that transformed the plant into a high-volume distribution center for Popular Price Division products were completed earlier this year. They involved many hours of engineering study, as well as the relocation of equipment, the purchase of new equipment, the addition of 15,000 square feet for an order makeup area, warehouse and shipping dock, rewiring and other physical changes in the existing plant building.

Employees of the plant are now able to process 10 times as many units of merchandise a day as was possible when Popular Price operations were scattered throughout Plant 1 and Plant 2.

The investment involved thousands of dollars, but the changes were essential to the continued success and growth of our popular price operation. In this marketing area, profit results from high volume, and the volume of our Popular Price Division has been growing steadily since it was organized four years ago. All of the division's programs and efforts are being directed at achieving even greater sales increases, which will mean corresponding jumps in the amount of merchandise that must be pro-

cessed and shipped from Fort Madison. (A story on page 7 of this issue describes the heavy promotional effort the division is putting into the all-important back-to-school selling season.)

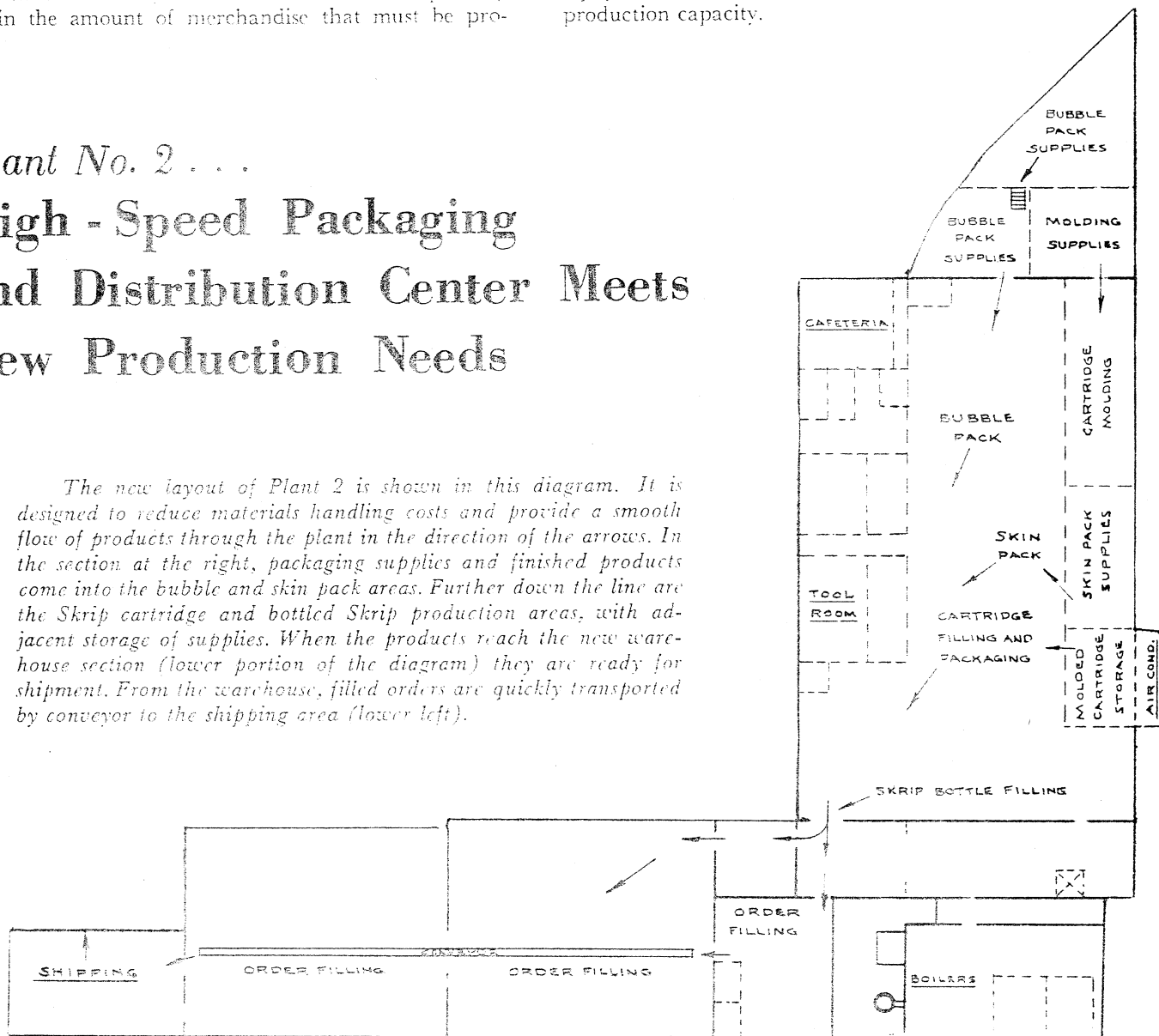
With our previous facilities, we could not have efficiently kept pace with the current volume of the Popular Price Division and would not have been prepared to handle future increases. Any inability to fill and ship orders promptly would, of course, be an insurmountable handicap for the division in its highly competitive markets.

The changes at Plant 2 were essential from another standpoint. In the popular price field, profit margins on each unit of merchandise are necessarily lower. Production, packaging and shipping costs could quickly dissipate them if operations were not designed specifically for tremendous volume.

Plant 2 illustrates how manufacturing and marketing work closely together in meeting the needs of the market place and enabling us to compete effectively on sales counters. The pictures on the following three pages show how merchandise proceeds through the plant and how the skills of people have been combined with precision equipment and plant layout to reach a new high in our production capacity.

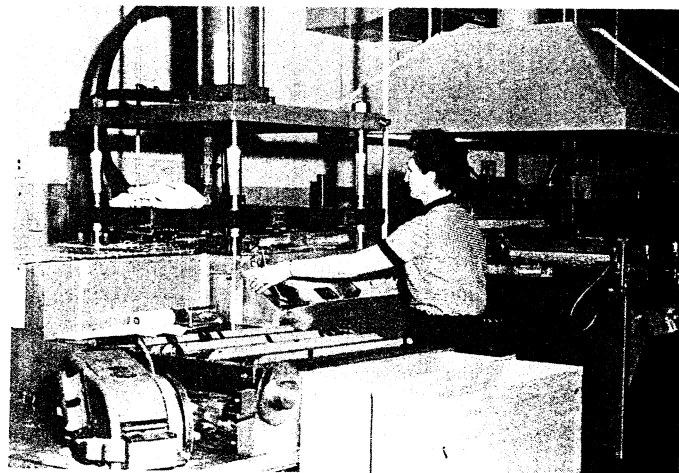
## Plant No. 2 . . . High - Speed Packaging and Distribution Center Meets New Production Needs

The new layout of Plant 2 is shown in this diagram. It is designed to reduce materials handling costs and provide a smooth flow of products through the plant in the direction of the arrows. In the section at the right, packaging supplies and finished products come into the bubble and skin pack areas. Further down the line are the Skrip cartridge and bottled Skrip production areas, with adjacent storage of supplies. When the products reach the new warehouse section (lower portion of the diagram) they are ready for shipment. From the warehouse, filled orders are quickly transported by conveyor to the shipping area (lower left).





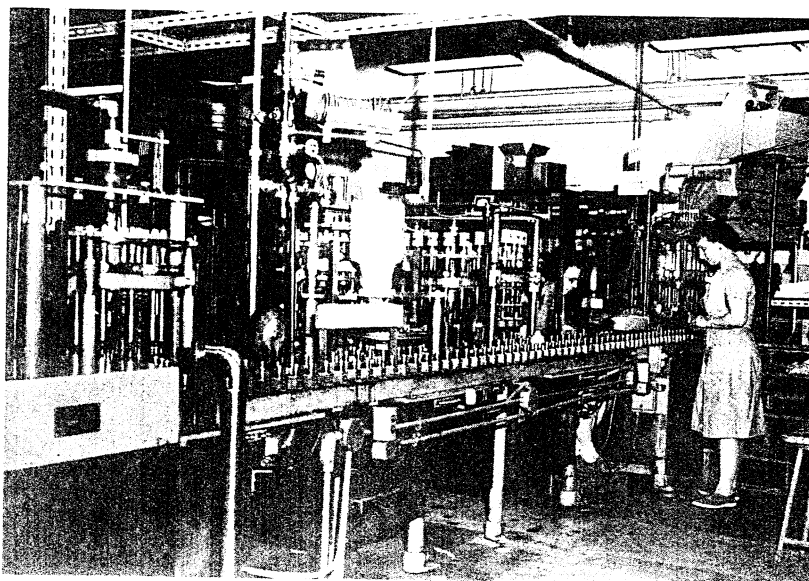
No. 1—Popular Price Division merchandise is manufactured at Plant 1 and transported to Plant 2 in trucks or carts that hold up to 31,500 units. Merchandise arriving at Plant 2 is stored in this security area until ready for processing. The employee is Harold Scanlon.



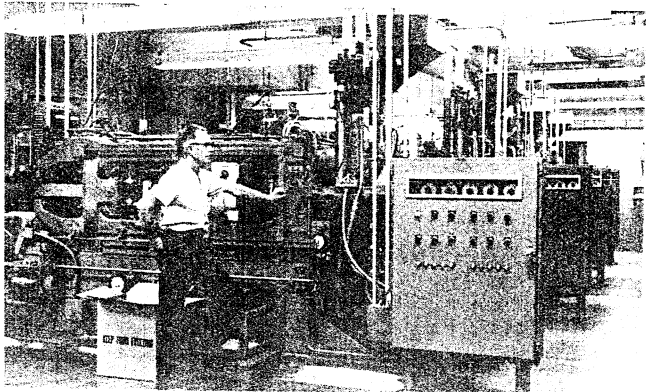
No. 2—A large percentage of popular price products are bubble packed, and the bubbles are formed from thin sheets of plastic on this equipment. It also trims the bubbles so they are ready for heat sealing. The employee is Letha Bradley.



No. 3—Pens are sealed in bubbles on display cards on this blister sealer. The cards are then put in counter displays, ready to be packed for shipment. The employees on the selling job (clockwise from left) are: Effene Welch, Dorothy David, Margaret Warner, Iris Ott and Rosanna Simon. English Ammons is in the background.

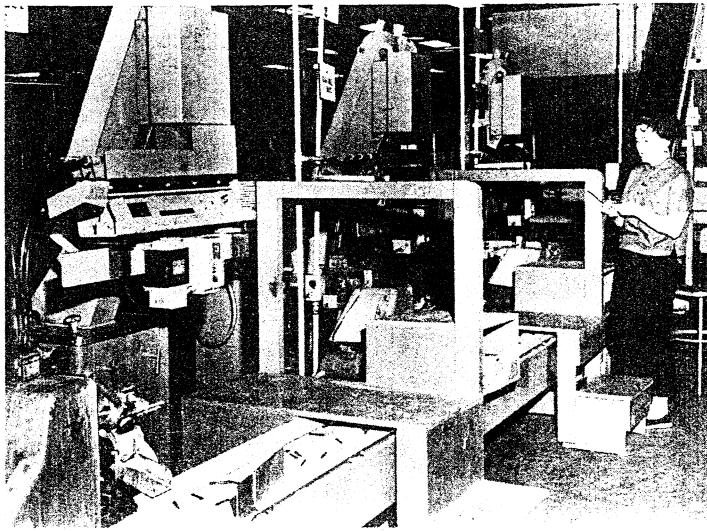


No. 5—The filling, capping and sealing of Skrip cartridge tubes is a completely automatic process. Tubes that have come in from the molding area are fed onto the line from the hopper in the background. At the end of the line, following inspection, they are ejected onto an overhead conveyor and transported to a holding bin. The employees are Priscilla Frueh (left) and Theda Kamp.

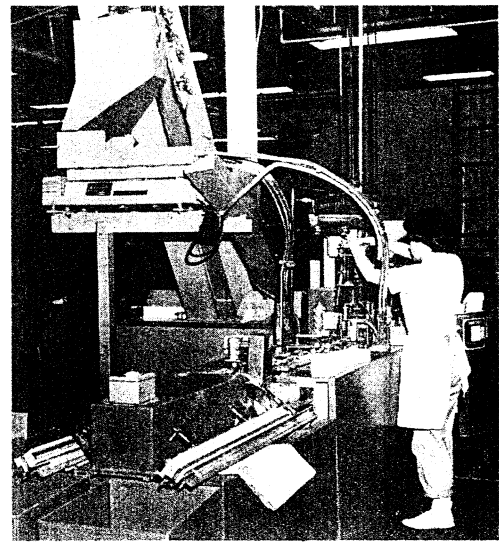


No. 4—Skrip cartridge tubes and ballpoint refill tubes are now produced at Plant 2 on four automatic molding machines that have been installed there. The employee is Es Burford.

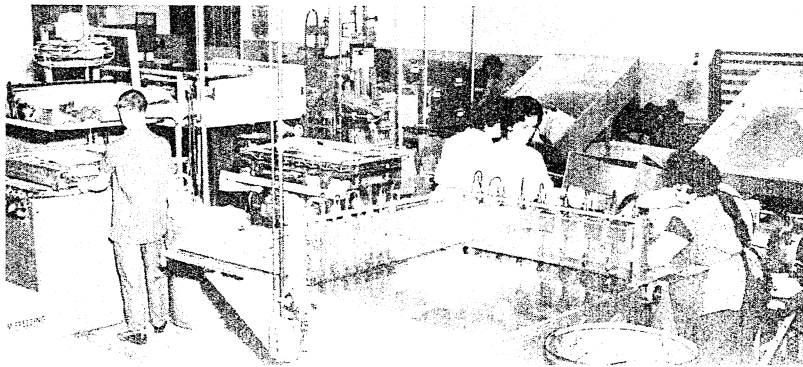
*Capital Investment Provides Plant Where Employees Can Process 10 Times More Units a Day Than Before*



No. 6—From the holding bin the cartridges are carried by conveyor and fed into one of three imprint machines. After imprinting, the conveyor carries them to another holding bin. The employee is Helen Nicholson.



No. 7—The next step for cartridges is the five-pack cartoning machine, where two cartons at a time are automatically filled and folded as the conveyor carries the cartridges through. The employee is Madonna Veith.

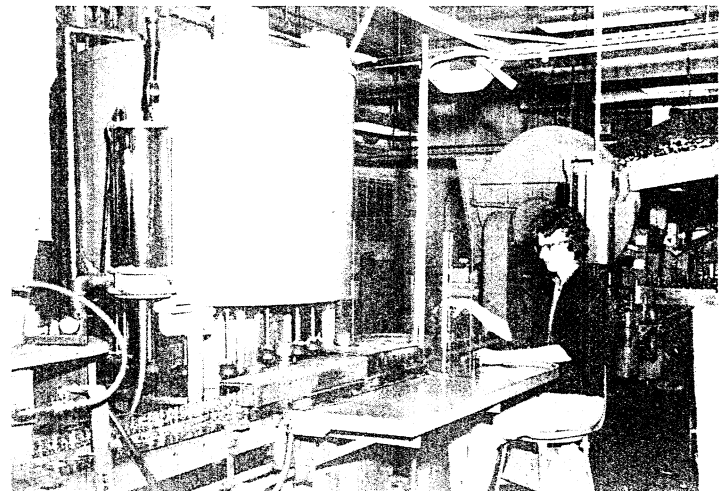


Eight five-packs or 12-packs of cartridges are skin packed on a sheet of ispiro which is 30 inches wide. A thin layer of plastic is placed over the sheet and heat sealed to it. Holes are then punched in the top of the display cards and they are cut apart, ready for packaging into displays. Working on the skin packing operation are (from the left) Danny Lawton, Lila Tancor, Rose Harris and Doris Walker. The employee in the background is Fern Colyer.

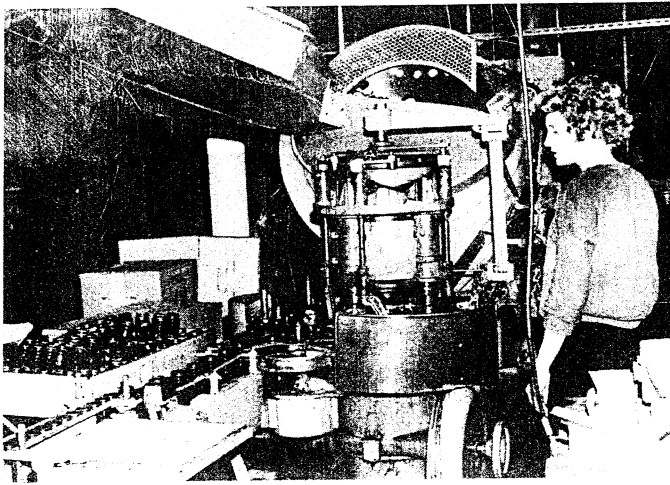
*High Volume Processing  
Essential to Success  
and Growth of Popular  
Price Division*



No. 9—The Scrip bottling line is adjacent to the cartridge area. As a first step in this process, empty bottles are removed from cartons and placed on a conveyor belt, where they are first air cleaned to remove dust and other impurities. The employees are Edna Thannert (left) and Linda Hayes.



No. 10—The conveyor takes bottles to the filling machine, where they are filled by vacuum. Scrip fluid is fed to the machine by gravity from large storage tanks. The employee is Barbara Meidler.

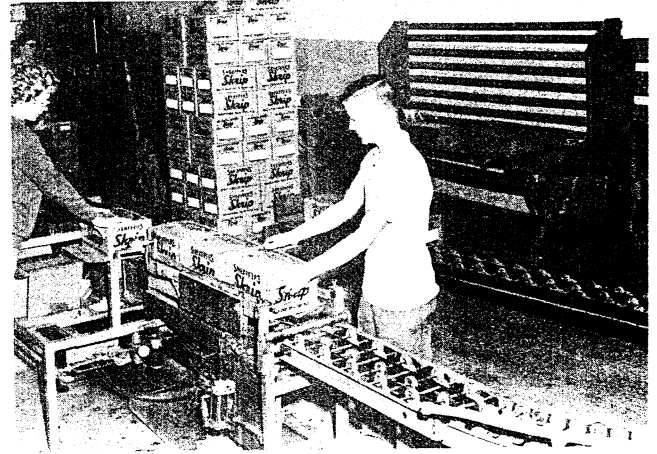


No. 11—Metal caps are screwed onto the filled Skrip bottles with predetermined tension at this machine. The caps are fed from a hopper as the bottles come down the conveyor line. The employee is Mary Rose Siegfried.



No. 12—Filled and labeled Skrip bottles are automatically cartoned on this equipment. The employees are Marguerite Giland (left) and Geraldine Herold.

*In Popular Price Field,  
Profit Margins are  
Necessarily Lower Requiring  
Close Control of Production  
Packaging, Shipping Cost*



No. 13—At the end of the Skrip line, the individual cartons are placed into shipping cartons, which are taken to the warehouse. In the foreground are Beverly Fisher (left) and Danny Lawlor. In the background is Geraldine Herold.



No. 14—All merchandise packed in standard quantities is sent to the warehouse, where it can rapidly be processed for shipment (see cover picture). Orders involving other than standard quantities are processed from the new special makeup area adjacent to the warehouse. When such orders come in, the merchandise can be quickly and efficiently put together. It is then packaged at the tables shown above and taken by conveyor directly to the shipping check point in the warehouse. The employees (left to right) are Marian Armstrong, Mary Holmich and Ann Klesner.



No. 15—When an order reaches the warehouse, the proper merchandise is assembled. Then the order is checked, weighed and sent by conveyor through the shipping check point to the dock area (shown above), where six trucks and two railroad cars can be directly loaded at the same time. The employees are (left to right) Charles Cline, Jeffrey Ross and David Cooper.

## Massive "Prize Party" Promotion Set

Popular Price sales representatives toured Plants 1 and 2 during the division's two-day national sales meeting in Fort Madison last month. One group is shown here with guide Milt Danley (right). The plant employees (seated, left to right) are Lorraine Ping, Elvia DeVol and Jessie Older.



The back-to-school selling season has become the most important promotional period of the year for the Popular Price Division. In each of the years since the division was established in 1959, dollar volume during this period has risen sharply. For the back-to-school season of 1963, the division has launched its biggest campaign to date, aimed at providing tremendous promotional opportunities for dealers and achieving a new high in across-the-counter sales.

Announced at the national sales meeting held in Fort Madison late in March, the promotion is called Sheaffer's Prize Party and involves cash and merchandise prizes with a retail value exceeding \$500,000. These will be available in special contests for both dealers and consumers.

Highlight of the program for dealers will be a drawing in which the top prize consists of a \$1,000 "party of your life," a new Falcon Futura sports convertible, and a clothing allowance of \$100 monthly for 12 months. This is a duplicate of the top award in the Prize Party contest for consumers.

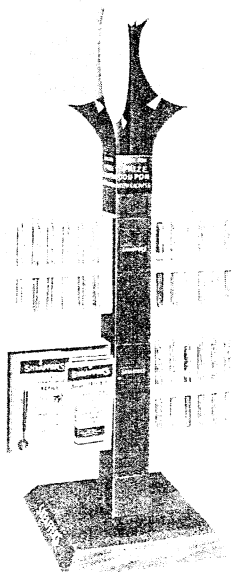
In addition, 50 dealers will each win \$100 sports wear outfits and there will be top prizes of \$1,200, \$600 and \$200 in a dealer window display contest in connection with the Prize Party sales drive at the local store level.

In the consumer part of the promotion there will be 1,149 other valuable prizes, including 100 awards of \$100 worth of clothing, 49 awards of RCA stereo sets, and 1,000 awards of a \$4.95 Decca record each month for six months.

News of the Prize Party promotion will reach millions of youth and adult consumers via a spectacular two-page advertisement in Life magazine, full-page ads in all major youth publications, and a saturation radio campaign in the major markets that account for more than 60 per cent of the nation's writing instrument sales.

In-store interest will be generated by new permanent displays, including a pilfer-proof counter unit, as well as colorful counter merchandisers and a window display unit that will enable individual dealers to conduct their own consumer contests at the local level. The cash awards for best window displays are offered in connection with this phase of the program.

This new Popular Price Division merchandiser is a permanent, pilfer-proof, self-contained pen department that holds a complete stock of four to eight dozen pens, Skrip cartridges and ballpoint refills. It is constructed of walnut, with plastic wings that revolve in both directions.



March-April, 1963

## The Question Box

QUESTION: "Do you believe America should stop testing and making atomic weapons whether Russia does or not?"



PEGGY LEFFLER, Plastic Fab — Fore-armed is forewarned. If we expect to continue to exercise our rights in a democracy, we must stand prepared to defend ourselves from those who wish to conquer us and our beliefs.

JACK ROBERTS, Molding — No. We are in the nuclear arms race whether we like it or not and this is America's way of showing that we are ready to defend our nation and the free world. Otherwise, a Communist takeover would be inevitable.



CHARLOTTE PATTON, Service — No, because Russia cannot be trusted.

CARL HELLIGE, Maintenance — No! I believe it is our right as Americans to defend ourselves, regardless of the cost and consequences. Also, testing is a strong deterrent against aggression.



CHARLOTTE PAYNE, Credit — I don't believe Russia will quit making and testing atomic weapons. Therefore, I think the United States must continue to develop more scientific weapons to keep peace in the world.

MELVIN ALLISON, Metal Fab — I believe that America should go on testing and making atomic weapons until we are assured that Russia has stopped.



Bulk Rate  
U.S. POSTAGE  
**PAID**  
Ft. Madison, Iowa  
PERMIT No. 12

# -- Service Anniversaries --

## — 5 YEARS —

Richard Priebe . . . . . Public Relations  
Vernon Swick . . . . . Screw Machine

## — 10 YEARS —

Leo Auge . . . . . Occupancy  
Doris Bailey . . . . . Pen Point  
Joan Gross . . . . . Accounting  
Audrey Lindsay . . . . . Shipping

## — 15 YEARS —

John Decker . . . . . Tool  
Norman Schneider . . . . . Salesman  
Ed Yager . . . . . Engineering

## — 20 YEARS —

Dorothy Brewer . . . . . Accounting  
George Ellis . . . . . Plastic Fab  
Velma Hasenclever . . . . . Service  
Laura Penn . . . . . Shipping

## — 25 YEARS —

Florence Amborn . . . . . Manufacturing  
Sub-Div.

## — 30 YEARS —

Margaret Moore . . . . . Shipping

## — 35 YEARS —

Paul Lake  
Pen Point



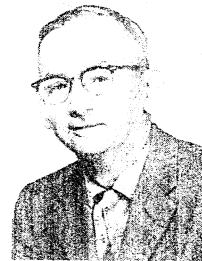
## — 40 YEARS —

Forrest White  
Marketing



## — 45 YEARS —

Bernard Muerhoff  
Pen Point



M. H. Stone  
Data Processing



# SHEAFFER'S

## REVIEW

Vol. 15 March-April No. 2

Published in Fort Madison, Iowa,  
U. S. A., for

W. A. Sheaffer Pen Company People  
Throughout the World

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Association  
International Council of  
Industrial Editors

EDITOR - - - DICK PRIEBE

## On The Cover

The new warehouse and shipping area at Plant No. 2 provides for storage and fast shipment of Popular Price Division merchandise assortments. When packaged products come in from other areas of the plant, supplies of all items are stacked in specified locations near the continuous conveyor that runs down the center of the warehouse. When orders are put together, the cartons are placed on the conveyor and carried through an order check point to the shipping dock. The employees are Francis Schurk (left) and Larry McDonald. A picture story on our new packaging and distribution operation begins on page 3.

## Joe Peterschmidt Retires

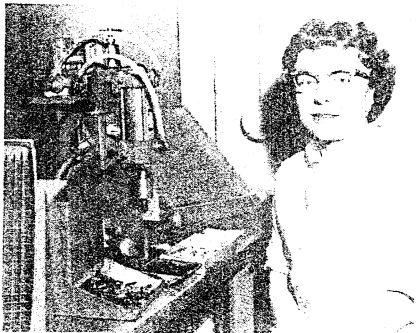
Since the last issue of the Review went to press, the retirement of veteran employee Joe Peterschmidt was announced. A member of the Occupancy Department, Joe joined the company in August, 1942.

He says he plans to spend some time visiting his children and grandchildren, as well as doing some repair work around the house. The construction of the new plant is the biggest change in our operations Joe noted over the years. Among many interesting experiences was seeing the installation of IBM data processing equipment. "It was particularly interesting to learn something about what the machines are capable of doing," he adds.



## Sheaffer Good Neighbors . . .

Mary Neuweg is serving this year as president of the American Legion Auxiliary, Unit 82. She recently was secretary-treasurer of the Lee County Legion Auxiliary.



An assembler in the Metal Fab Department, Mary has been an employee for eight years.

She and her husband have three children ranging in age from 3 to 6 and, as Mary explains, the combination of her job and housework doesn't leave much time for hobbies. But she points out that she does enjoy sewing, cooking and baking—and all three are jobs that a busy wife and mother is always called upon to do.

In past years, Mary's civic projects have also included being an officer of the Miscellaneous Trades and Labor Assembly.



# SHEAFFER'S *Review*

MAY - JUNE 1963



### On The Cover

Our cover scene is an appropriate way to welcome the summer season, since golf is becoming a favorite warm weather pastime for a growing number of Sheaffer employees. For those who are unfamiliar with the game, form is all-important in golf, as the cover picture shows. The young lady about to drive is Sandy Mann, company nurse. Her golfing partners are Alice Cowles (left), Marketing, and Sharon Bell, Data Processing. The locale is Sheaffer Memorial Park, now in its first full season as Fort Madison's newest golf course. FORE!

### From the editor's notebook . . . .

One afternoon, John Gorham, who works in the Plastic Fab Department, stopped in to see the editor. He said he'd been trying his hand at cartoons, and he wondered if we'd be interested in using them in the Review. He said he had an idea for an imaginary character called "Hector", who could be shown in various situations around our plants.

We told John that a little humor is always helpful and that we'd be delighted to look over samples of his work. And so "Hector" came into being and now, with this issue, is introduced to his fellow employees. John has already been at work on other cartoons, and we're planning to use them in future issues.

\*\*\*

A budget of \$2,400 for employee activities was set this spring by the advisory board elected by the WASPCO Council. Members are Wayne Hughes, Service, chairman; Art Muerhoff, Service, vice-chairman, and Joan Gross, Finance, secretary-treasurer. The annual golf tournament and a trap shoot competition have already been held. Other activities coming up include the annual picnic, bowling, a smorgasbord, softball, a bingo party and table tennis.

\*\*\*

Officers of the Penafour Square Dance Club for the coming season include Fred and Rosanne Strunk, president; Bernard and Philomena Stephenson, vice-president; Carroll and Alberta Smith, secretary-treasurer; Lawrence and Mary Hoenig, social chairman. They took office officially on June 1.



## The Target We Can't Miss

(ED. NOTE -- The following is an excerpt from an article by Tom Anderson, which originally appeared in the May issue of Farm and Ranch. It was aimed at the 1963 graduates in schools across the nation. But it makes thought-provoking reading for all of us. We think you'll enjoy it.)

**A** PERSON who aims at nothing has a target he can't miss. Set an attainable goal. When you reach it, set another goal, higher. Many people flounder on the ship of life because they never chart a course. Make money the by-product, not the goal. Drink at the fountain of knowledge, don't just gargle.

. . . Freedom and mortality are one ball of wax. The great Thomas Jefferson said: "Yes, we did produce a near perfect Republic. But will they keep it? Or will they, in the enjoyment of plenty, lose the memory of Freedom? Material abundance without character is the surest way to destruction."

Remember, freedom, while God-given, does not perpetuate itself. There is only one great Giver—and that is God, not Government. Government can give you nothing but what it takes from somebody else. A government big enough to give you everything you want is big enough to take everything you've got, including your freedom. Government is not a creator, but a parasite. Government can

be a good friend, or your worst enemy. Government must be studied, understood, participated in, and controlled by the people, else it may become not the referee it is supposed to be, but a tyrant. Demand that your government leave you alone, as long as you are not harming your fellow man.

You should be rewarded according to your ability and your effort, not your needs. Prepare to pay your own debts, but not the debts of parasites. Go the extra mile to help him who would help himself, but give nothing to the leech who would live off the diligence of others. If you're determined to milk all possible pleasure out of life, buy your own cow, don't milk somebody else's through the fence.

Every person can excel in something. Develop your God-given talents to their highest pinnacle. Do not accept mediocrity. In the final analysis, neither your government nor your parents are responsible for you—you are responsible for yourself. Believe in your God, in your country, and in yourself, and in that order. Repeat constantly to yourself: "It all depends on me."

There are two kinds of people: those who lift and those who lean. Some dedicate their lives to lifting their own character and fortunes and in making the world a better place because they are in it. The leaners, on the other hand, are parasites who live off the achievement of others. Be a driver, not a hitchhiker.

(Continued on page 8)



## Who Profits From Profit?

*(ED. NOTE—Are Profits too high? How we answer this question will, perhaps more than anything else, determine how we live and prosper in Fort Madison, and in cities and towns everywhere across America. It will determine how many jobs there are at Sheaffer Pen, or DuPont, or Crandon Paper. It will determine what kind of schools and parks and libraries we have. It will determine whether other new industries, like the Ortho Division, come to our community. Profit is that important.*

# Are Profits Too High?

(No. Three in a Series)

It is worth taking a long, hard look at profits, as voters and consumers and employees of industry, before we give our answer to this question.

There are many people in our nation today—often with influential jobs in government or labor organizations or education—who say that the answer is most certainly “yes.” They say this for one (or both) of these reasons:

1. More of the income of industry should go into wages and salaries and benefits. This will create more purchasing power, more demand for products and, as a result, higher employment.

2. More of income (of both industry and individuals) should be taken by the government and used for public projects—schools, libraries, housing, etc. Much of private income is wasted on gadgets and frills, it is said, when there are illiterate, under-fed and poorly housed people in our country.

So long as this is true, profits are too high, these critics charge.

What about the other side of the coin?

In the last decade, wages and salaries in industry have gone up 96 per cent. Gross national product (the total value of all goods and services produced) has gone up 60 per cent. At the same time, there has been a 42 per cent increase in the total amount of industry profit. Industry sales have doubled since 1950, but profit per dollar of sales has decreased 40 per cent.

A great deal of business income is already going to things other than profit. Is it wise, then, to say profit should be reduced still more?

The question can be asked another way. Is even the present situation of shrinking profits in the best interests of those who are employed by industry? Does it make any difference to us, as employees, how much profit our company and other companies make?

In looking for an answer to that question, we can turn to the other contention of those who believe profits are too high—that more private income should be directed to the government so it can be spent on useful things.

Let's see if we can piece together what would happen if the government were given the authority to say that we were spending too much money for television sets, barbecue grills and fountain pens (just as examples) and that, as a result, this much money was going to be taken away in the form of higher business and individual taxes.

For one thing, the companies that make television sets, barbecue grills and fountain pens would have to cut production and lay off some of their employees.

The operations of all other companies would slow down too. Profits are dollars companies use for expansion programs, and there would be fewer of these dollars available. Further, new plants are built, new companies started and new products launched only when there is expectation that they will produce a profit. When this incentive is lacking, neither companies nor individuals will risk money on new things. When companies stop investing in research and expansion, and stop moving ahead to bring out new and better

products for us to buy, profits fall even further.

Would this mean that there was more or less money available for public welfare projects such as schools and libraries?

Where does the government's money come from? All of it comes from taxes—and most importantly, taxes on income of business and of individuals. Thus, any move that curtailed profits would, at the same time, curtail the source of government money. As the government took more in taxes, it would find itself with less to tax.

There are many who contend that taxes, which now take 52 per cent of business profits, are already too high and are restricting business growth. They point out that the government would wind up with more money for investment in public welfare projects if it lowered taxes on both business and individuals. This would encourage private investment and there would be more profits, more jobs and, in the long run, more taxable dollars.

The New York Telephone Co. recently made a survey of the 50 largest businesses in New York State. It found that the 25 most profitable had increased employment by 11 per cent in the years from 1958 to 1961. At the same time, the 25 less profitable companies had shown a drop in employment of 17 per cent.

In recent years, Americans have become aware that economic growth in our country is slow by comparison with industrialized nations in Europe. It is

*(Continued on page 5)*

## Work Simplification . . .

# Organized Job Improvement Program Is Launched

A concentrated, organized approach to improving our operations and enabling us to compete more effectively in the writing instrument market is now being carried out under the direction of methods engineer Conrad Gillett.

The objective of this program is to improve jobs—to make them both easier and faster by eliminating unnecessary steps and wasted motion.

Throughout industry, programs of this type are called work simplification. They have been successfully carried out by many companies, and experience has shown that results are twofold: 1) the company and all employees benefit when better methods reduce costs and increase profits; 2) individual employees benefit because job improvements enable them to turn out more work in less time and with less effort.

"Work simplification is based on the idea that it's important to work smarter, not harder," Gillett explains. "In highly competitive markets, a company's success depends just as much on getting rid of wasted effort and motion as it does on reducing scrap losses and other kinds of waste.

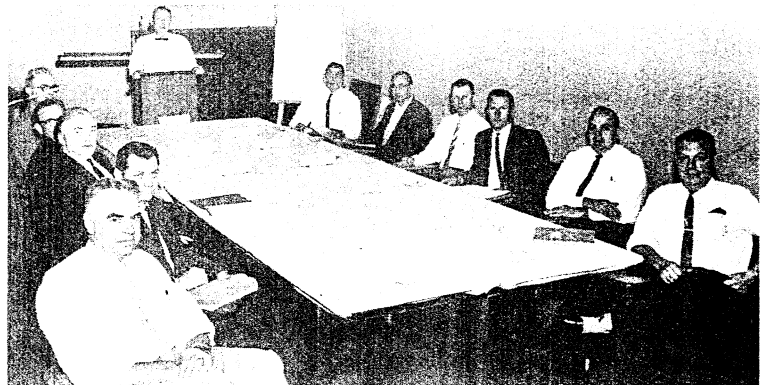
"This idea is not new to us, of course, and there's no dramatic change involved in a work simplification program. What we're doing is combining the job improvement efforts of individual departments into an organized, company-wide program."

Work simplification discussion sessions for department managers, engineering personnel, members of the Personnel Department, and foremen and supervisors in manufacturing, inspection and shipping departments got underway in February and will continue until November, Gillett announced. There are four groups. One has already completed the course and a second will complete its sessions this month. (The accompanying pictures show the employees participating in the first two discussions groups).

"In these sessions, we provide guidance and stimulate thinking on how to make job improvements and how to spot areas that need improving," Gillett pointed out.



*Clockwise from left: Wally Billman, Herb Sirois, Tony Peterson, Ambrose Pfeiffer, Harry Wallis, George Senn, Howard Frey, Earl Mckenison, Clint Dodds and Conrad Gillett.*



*Clockwise from left: Bud Covington, Carl Hundt, Geary Simpson, Tom Hawbaker, John Hauck, Conrad Gillett, Harry Wehmeyer, Wilbur Brown, Al Krasuski, Kenny Mason, John Azinger and Nils Long.*



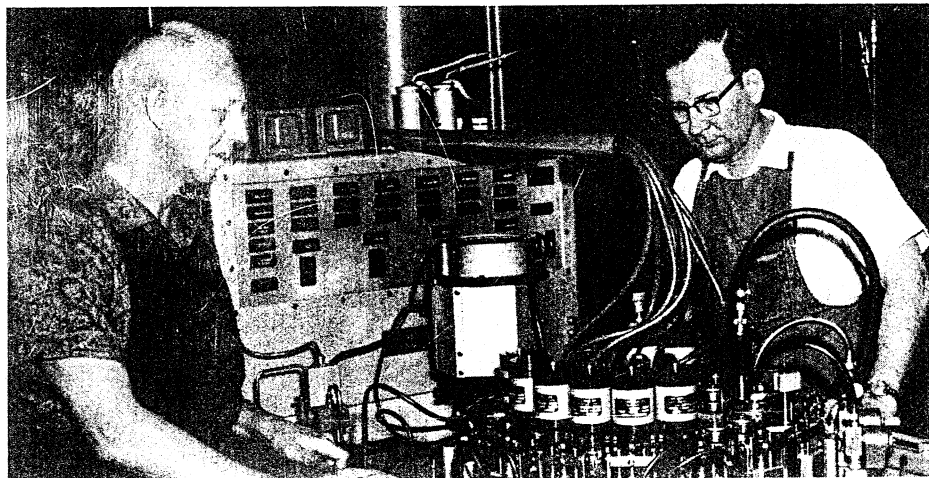
*Clockwise from left: Ralph Nezby, Walt Baldwin, Charley Gillett, Lawrence Smith, Darwin Cuthbert, Mike Mitchell, Rollie Hensley, Francis Mead, Ralph Fye and Conrad Gillett.*



*Clockwise from left: John Mosena, Rosie Moore, Ralph Kamp, Lowell Andrews, Conrad Gillett, Paul Wilmesmeier, Clarence Weibrenner, Bud Metzinger, Luther Burghoffer and Dale Edlen.*

## Suggestions Pay Off . . .

# Cost Savings Benefit All Employees



Ideas pay off under our employee suggestion plan. This was demonstrated this spring by Maurice Strunk (left) and Doug Duncan. Ballpoint, who received awards totaling \$881.36. The estimated cost savings over a 12-month period are the basis for suggestion awards. Such cost savings benefit all employees, of course, because they result in improved operations that enable us to compete more effectively in the writing instrument market.

## Who Profits from Profit?

(From page 3)

significant that these years of sluggishness have also been years in which profits have failed to keep pace with the rest of our economy.

Profits are, indeed, the gasoline on which our economy runs.

Profitable companies are the only ones that can afford to find and develop new products for the future. Had it not been for profits, our appliances, automobiles and fountain pens would be much the same as they were years ago.

Are profits too high? Some say yes. But there is much evidence that they are not — that, in the best interests of all of us, Americans must be watchful and careful that profits do not become dangerously low.

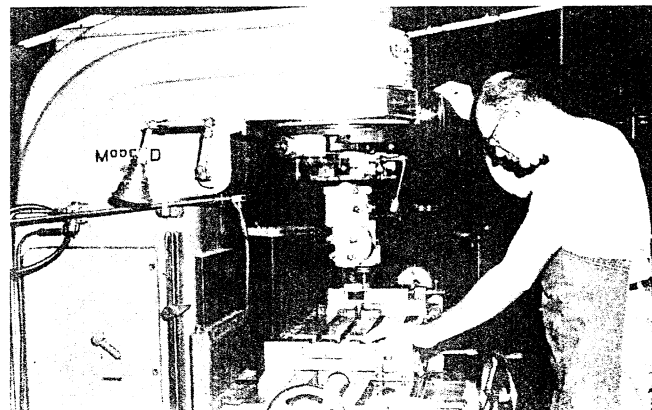
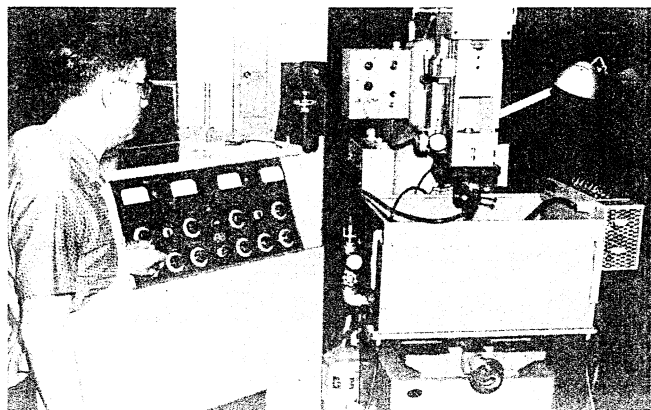
## Spotlighting Sheaffer Jobs

*(ED. NOTE:—A finished writing instrument and its sale are the result of hundreds of separate operations, performed by many employees. Each requires particular skills and is vital in its own special way to product quality and the success of our company. This is the tenth of a series that describes the jobs in this production and sales chain.)*

Electrical discharge machine (left picture) is one of the cost-saving, modern methods employed at the Tool and Die Division. All types of tools or die shapes can be produced on the equipment in a predetermined time and with absolute measurements. In this method, installed at Tool and Die about a year ago, electrodes

burn or erode the required shape of the tool or die. It is 25 to 75 per cent faster than former methods, depending on the complexity of the job. There have been many applications on tooling for our operations, as well as on tooling for outside customers. The operator is David Hauck.

The rotary head milling machine (right) is one of the most versatile machine tools used at the Tool and Die Division. Within close tolerances, the machine provides the precise control needed to machine straight, angular or radial movements, both horizontally and vertically. The operator can duplicate any geometric figure that can be constructed with drafting instruments. Shown is Jack Eccles.



JON BLACK (seated, left) won top honors in the annual Men's Golf Tournament, posting a 79 in the championship flight over the 18-hole Sheaffer Memorial course. Other winners were (standing, from the left) Chet Sloan, first flight; Bill Jacobson, second flight, and LaVerne Decklever, fifth flight. Charley Rupert, third flight, and John Kiersey, fourth flight, were not available for the picture. General tournament chairman was Frank Dodge (seated, right).



Golf, bowling and trap shooting were headliners on the Sheaffer sport scene as the spring season came to a close.

The annual Men's Golf Tournament drew 60 entries and was played for the first time at the new Sheaffer Memorial Park. Jon Black, one of Fort Madison's top young golfers, won the traveling and permanent championship trophies (see picture).

Also on the golf front, two Sheaffer teams are among eight entered in the recently formed Wednesday Night Men's League at Sheaffer Park. Regular Sheaffer team members are Barney Barnes, Ken Sorenson, Ken Miller, Tom Gunn, Dick Canella, John Kiersey, Jim Yeast, Bud Weber, Ernie Skinner, Dale Yantis, John Montgomery and Marshall Wilkerson. Substitutes include Butch Bartlett, Ben Byers, Harry McCannon, Jack Stowe, Koyne Ahlstrand, Tom Ertz, Bob Daugherty, John Gorham, Bill Jacobson and Duke Walker.

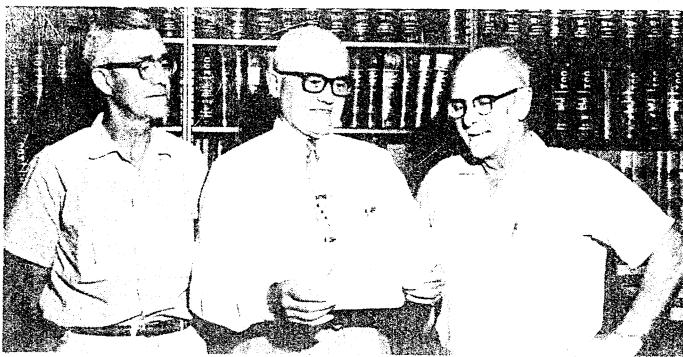
In bowling, Pen Point took honors in the Men's League (see picture), with the Sidewinders getting second place. Development had the high team game (894) and the high team series (2535).

Nine shooters shared prizes in the trap shoot held last month at the Blue Wing Gun Club. In addition to the top winners (pictured), honors went to Don McMillen, Ernie Bartlett, John Hauck, Leo Mathena, Toby Warson and Steve Seadler.

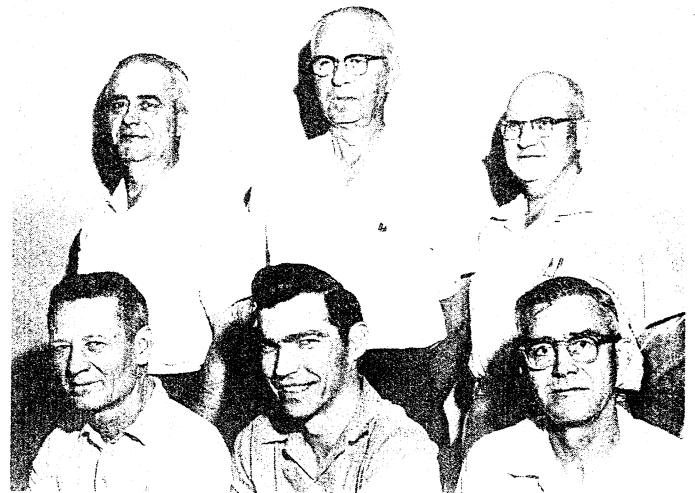
## Sports Review . . .

# Golf, Bowling, Trap Shoot Winners Named

INDIVIDUAL honors in 1962-63 men's bowling action went to (from the left) Larson Watts, 256 game; Tom Leins, high average, and Paul Riley, 609 series and 256 game. Leins won the bowling ball donated annually by the Vulcanized Rubber and Plastic Company.



FIRST prizes in the employee trap shoot held last month at the Blue Wing Gun Club were won by (from the left) Butch Bartlett, Frank Wallis and Duff Edlen. Each shooter fired at 25 birds.



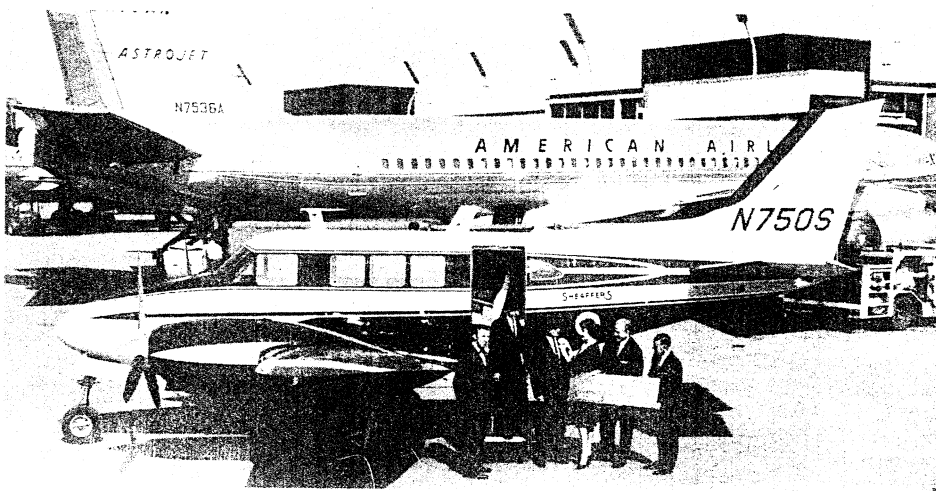
THE PEN POINT team won the championship in the Men's Bowling League with a 57½-26½ record. Team members were: front row (left to right)—Leo Mathena, Art Muerhoff and Butch Bartlett; back row (left to right)—Ernie Bartlett, Al Heizer and Rollie Hensley.

## New Management Club Officers Named



New officers of the Management Club for 1963-64 are (from the left) Frank Wallis, vice-chairman; Greg Rouleau, chairman, and Scuffy Scarff, secretary-treasurer. Club programs, held monthly from August through May, are aimed primarily at providing information about company plans and operations.

## Company Honored by American Airlines



American Airlines recently honored our company as "Account of the Week" in a program held at its Chicago offices. Sheaffer representatives were greeted at O'Hare Airport by executives of the airline. From the left are Don Berrier, Ralph Cramer and Jack Finley of the Traffic Department with Mary Abeyta, American Airlines stewardess; Frank Kirchberg, American's district sales manager, and Houston Silliman, a vice-president of the airline.

## Six Employees Join Tour Program



Six employees have been added to the list of guides who serve as company representatives in our plant tour program. Training sessions were conducted by plant guide Dorothy Gallaher (right) of the Public Relations Department. The new guides are (from the left) Dean Toops, Audrey Lindsay, Pat Marshall, Pat Dietsch, Mary Rowland and Martha Mason.

## The Question Box

QUESTION: "Would you favor a withholding system for Iowa state income taxes?"

(All from Tool & Die plant)



**TED LOHMANN** — A withholding system would perhaps make paying income taxes easier, but it would also permit the state to increase taxes with less objections from taxpayers. I do not favor this system.

**BEULAH FEATHERINGILL** — I believe the withholding of state tax would be a benefit for many people. Paying this tax all at once is hard on the budget of the average wage earner. I favor the withholding system.



**GIB WEBER** — Yes, it would be alright, although I feel it should be optional, not compulsory.

**KAREN BERTLSHOFFER** — No, I feel that it is more convenient for everyone to pay at the end of the year.



**BERNARD BENGSTON** — I believe that it would be a convenient way to pay, provided the state doesn't use it as an excuse to increase taxes, less painfully, in the future.

**CECILIA SMITH** — Yes, because a withholding system would be easier on everyone than having to pay state income taxes in a lump sum.



Bulk Rate  
 U.S. POSTAGE  
**PAID**  
 Ft. Madison, Iowa  
 PERMIT No. 12

## Subsidiary Reps Tour Plant During Seminar



A plant tour was part of the program for the finance seminar held in Fort Madison this spring for executives of subsidiary operations. Here, with plant guide Dorothy Gallaher of Public Relations, are (from the left) Jack Frew of Canada, Mario Bertolotti of Argentina, Des Millerd of Australia, Geoff Bishop of Brazil and Ray Woolver of Maico Electronics. The employees (seated, left to right) are Ginger Gantz, Iona Nichols, Sandra Carnes, Alberta Dodson and Lillian Hanna.

## Publicity Photo Features Giant Nib

A 26-inch replica of our 14-karat gold "Lifetime" fountain pen nib was used for this picture, released as a part of the Public Relations Department's publicity program for these new writing instruments. The caption pointed out that the enlarged nib is symbolic of those that could be made from the gold dust we reclaim each year from floor sweepings, wash water, employee's aprons, smocks and towels.

The young lady in the picture is Alexandra Devers, an employee of our Public Relations counseling firm, Carl Byoir & Associates.



## Service Anniversaries

### — 5 YEARS —

Wilfred Beckert ..... Plating  
 Loretta Hayes ..... Pen Point  
 Hazelle Hixson .. Production Planning  
 Philomena Stephenson ..... Shipping

### — 10 YEARS —

William Casady ..... Salesman  
 Martha Gunter ..... General Services  
 Francis Schurk ..... P. P. Shipping  
 A. A. Zuber .... Mfg. & Eng. Division

### — 15 YEARS —

Allene Biby ..... Shipping  
 Clarence Cowles ..... Tool  
 David Hauck ..... Tool & Die  
 Alfred Hodges ..... Occupancy - G  
 Juanita Jaciunde ..... Plastic Fab  
 Ruth Kling ..... Skrip  
 Otilia Meister ..... Legal  
 Vance Meyertholen ..... Tool & Die  
 Florence Raines ..... Prod. Control  
 Joyce Scanland ..... Occupancy

### — 20 YEARS —

Ernest Carr ..... Pen Point  
 Dale Diton ..... Tool & Die  
 Margaret Dues ..... File  
 Roxie Edlen ..... Accounting  
 Willa Mae Jefferson ..... Metal Fab  
 Vernell St. Clair ..... International

## Editorial— (From page 2)

... The great accomplishments of history have been wrought by individuals, not by the mass. Learn to sing solo. Anybody can sing when everybody is singing. Society advances mainly through those who're unafraid to be different. "The strongest man on earth is the man who stands most alone." Dare to be a Daniel. Dare to be "square". Be a sovereign individual, not just a member of the mob. Be the "chicken" with the guts to say no to the crowd when the crowd's wrong.

The completely happy person who has no problems is either without sanity or conscience. Trouble is the common denominator of living.

Life is an opportunity, a skill to be developed, a victory to be won. Every passing second is a grain of gold—won or lost. The poet said: "Of all sad words of tongue or pen, the saddest are these: 'It might have been!'" It might have been if we had so willed it.

## Sheaffer Good Neighbors . . .



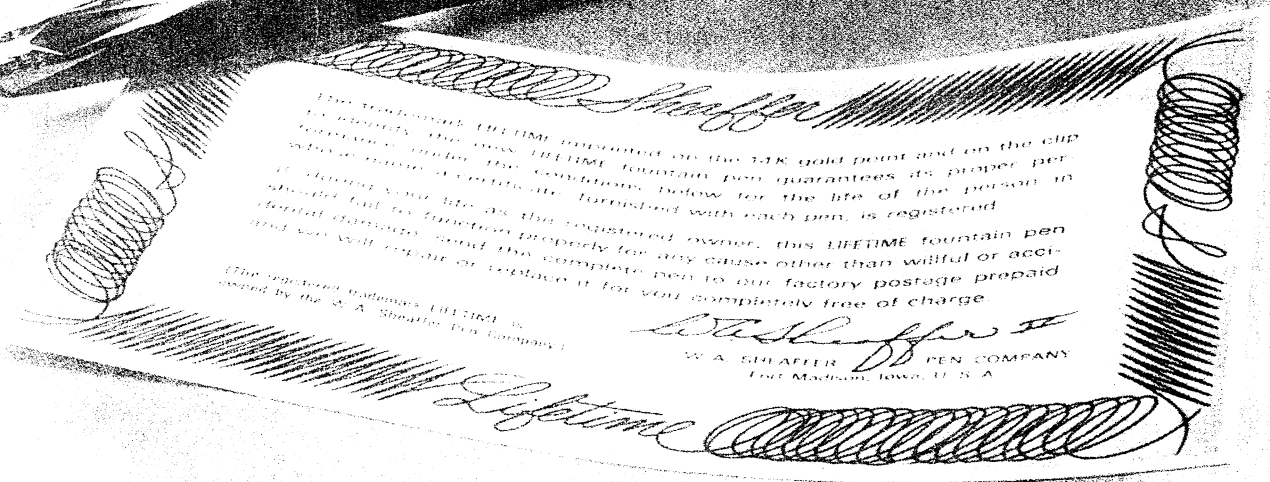
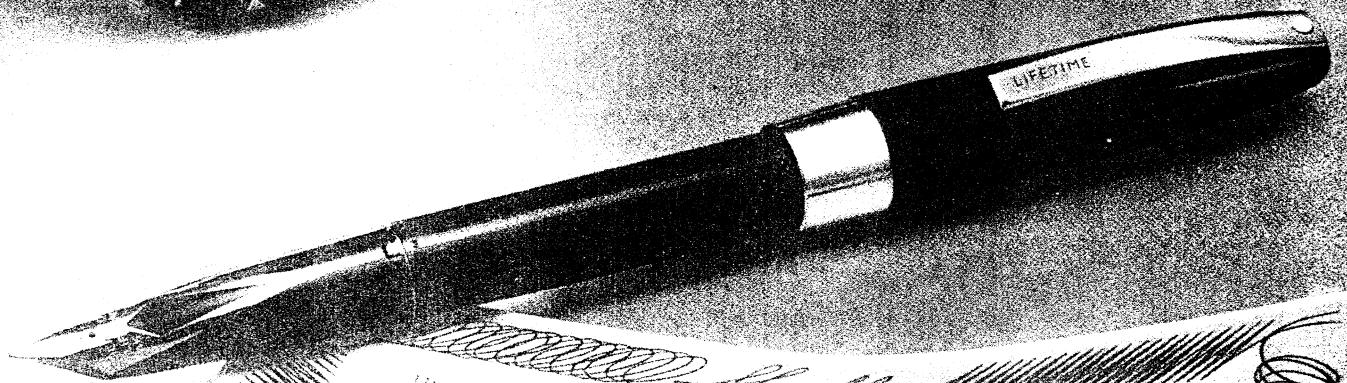
Doris Stinnett has served in the Gray Lady program at Sacred Heart Hospital since 1956. This program is administered by the local Red Cross chapter, and Gray Ladies perform a wide variety of services for the hospital on a volunteer basis.

An inspector in the Quality Assurance Department, Doris has been an employee for 19 years. She reports that her favorite pastimes are fishing, golf and sewing. She is also a member of the Penafours, Sheaffer's square dancing club.



# SHEAFFER'S *Review*

SEPTEMBER-OCTOBER  
1963



When you wear a TV set on your wrist...  
you can still be writing with your 1963 gift:  
the Sheaffer LIFETIME® Fountain Pen

*On The Cover*

Our current advertising campaign for the new Lifetime fountain pens has been an outstanding attention getter ever since the first ads appeared earlier this year in national magazines. The cover picture is taken from one of the ads, in which futuristic products provide the setting for "the one pen so nearly perfect it's guaranteed for life." In addition to the wrist TV set, ads have included—or will include—such exotic items as a sunglass-camera, a ring tape recorder, an electronic translator, a suit temperature conditioner, a visual phone and an electronic check-book. In a booklet prepared to answer the many inquiries we are receiving about the ad campaign, the Marketing Division points out that these product concepts do not, to our knowledge, exist anywhere as working or experimental models. However, the booklet also points out that in our research to meet present and future writing needs, we are touching upon many types of new product concepts. Perhaps some of the devices shown in our ads will never exist at all. But a few years ago, the space age was a subject only for comic strips. (For more marketing news, see opposite page.)

*From the editor's notebook . . . .*



THIS PICTURE, with its greeting from employees of our subsidiary in Sao Paulo, Brazil, was brought to Fort Madison recently by Bill Dewane, company president. It was taken at a football (soccer) match played last August between two employee teams. Each member of the group had signed the picture. Right now, we'll express return greetings to our co-workers in Brazil from all of us in Fort Madison.

\* \* \*

**NIBS AND NUBS**—Back in the Roaring Twenties, this was the name of a newsletter edited for Sheaffer people, as veteran employees will recall.

We discovered a folder of early issues in going through our files to get information for the special anniversary supplement. They reflected the spirit of the times—informal, carefree, sort of devil-may-care. There was romance, for example:

"Things seem to be getting pretty serious with Lena and Jim. We are wondering what will happen some weekend"—August, 1929. (ED. NOTE—*Even after all these years, you can't help wondering.*)

And more romance:

"It has been customary for anyone contemplating the fatal vows of wedlock to give their fellow employees and the management at least a month's notice. While the weather may not indicate that this is spring, we believe we have other ways of knowing, for lately we have been barely getting a week's notice. Miss (censored), however, has promised at least two week's notice if she can only find the right man. But Miss (censored) isn't so slow. If you don't believe us, just watch her when the bell rings"—May, 1929. (ED. NOTE—*Maybe things haven't changed so much after all.*)

\* \* \* (Continued on Page 6)

**Retired Employees Visit Plant; Have Lunch In Cafeteria**



Over 70 attended the 10th annual get-together for retired employees, held in September at the main plant. The former Sheaffer people and their spouses had lunch in the cafeteria as guests of the company and then visited various departments in the plant.

# Holiday Sales Programs are Launched

Plans for the major holiday selling season were announced by the Retail and Popular Price Marketing Divisions at recent regional meetings. With back-to-school promotions completed, the Christmas sales and merchandising programs are now in full swing.

A highlight of the Retail Division program is the most widespread promotion of desk sets in the company's history.

- First is a new presentation gift box for desk sets (see picture below). It represents a complete change in desk set packaging and provides for more striking display of sets than has ever been possible before.

- Second is a desk set personalization kit, which includes plates the dealer can easily apply to any size base. The plates are various sizes to permit a variety of messages.

- A counter merchandiser and a

window display for desk sets are also offered. The merchandiser is red velvet and walnut and accommodates a desk set in the new gift box.

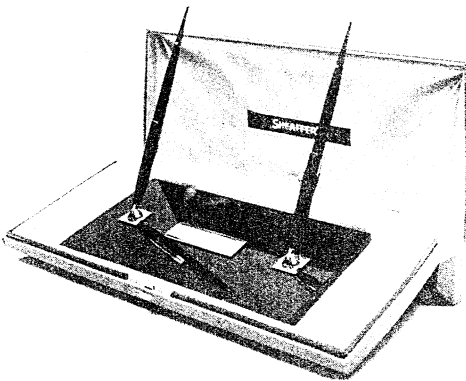
Other features of the Retail Division program include a new ballpoint counter merchandiser (see picture), a Christmas window display (pictured) and instant gift packaging. The latter is a decorative paper sleeve that fits over gift boxes for our pens and pen sets.

Popular Price Division materials include new gift boxes for single pens and sets (see picture), a dealer display kit that includes a poster, banner, counter card, ad mats and extra gift boxes, and a new counter merchandiser (pictured). The division's latest permanent merchandiser, introduced earlier this year, can be adapted for holiday selling with easily applied Christmas materials.

This fall the division is also introducing a complete handwriting practice kit for schools. Developed in cooperation with the Public Relations Department and our handwriting consultants, the kit includes 20 handwriting practice sheet masters for any of the liquid duplicators used in schools, together with a four-page teachers' guide on handwriting improvement. From the masters, teachers can produce a full year's supply of practice sheets covering all elements of good handwriting.

Holiday advertising begins in November and includes ads in National Geographic, New Yorker, Newsweek, New York Times Magazine, Time, Scholastic Jr. & Sr., Reader's Digest, American Girl, Boy's Life, Scholastic Roto, Young Catholic Messenger and Life.

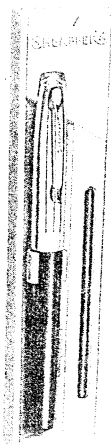
## New Merchandising Aids



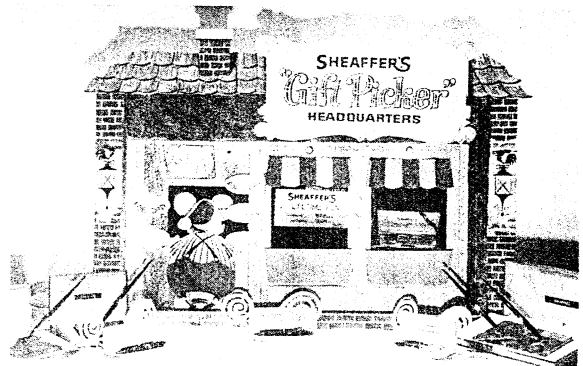
Presentation gift boxes being introduced by the Retail Division are a new concept in desk set packaging. The boxes are molded, textured and satin lined in green or red. They enable dealers to display both single and double pen sets in a gift setting.



New gift boxes for Popular Price Division pens and sets have clear plastic top to provide high visibility. Boxes can be placed in a counter merchandiser or on a rack display, through use of pull up tab on back.



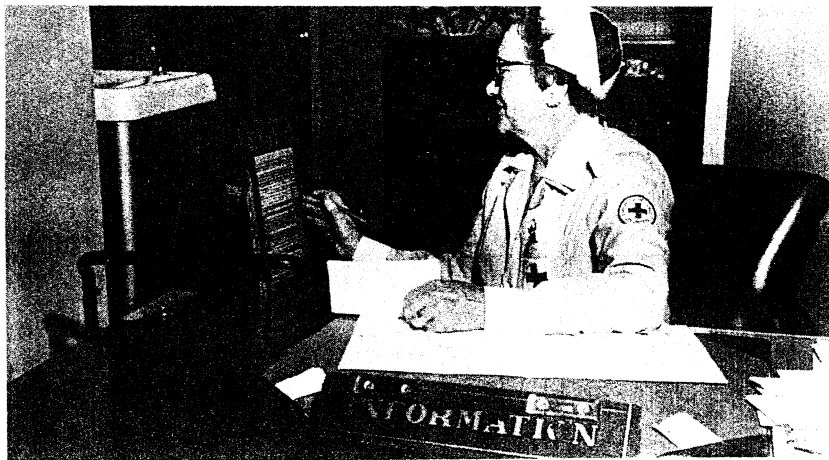
The Retail Division's new ballpoint merchandiser, introduced for the Christmas season, provides prominent display in only 14½ inches by 6½ inches of counter space. A test pad gives customers the opportunity to try out the writing



The Retail Division's Christmas window display combines lights and motion. It is shipped almost completely assembled for the convenience of dealers.

This new revolving merchandiser holds 12 gift-boxed Popular Price Division items. It has pilfer-proof design.





## Who Profits From Profit?

(ED. NOTE—Does it make any difference to a community like Fort Madison how much profit its industries and businesses make? How much does profit help in carrying on important health services and charitable activities like the Red Cross Gray Lady program (picture at left)? These are further basic questions in our discussion of who profits from profit.)

# Profits and the Community

(No. Four in a Series)

Today, communities across the nation are competing with each other in the long-standing battle to attract new industry.

The competition is heated. And for a down-to-earth reason. New industry means much to the economy of a community.

But that last statement needs to be qualified. It's new - profitable - industry that helps a community like ours to grow and to become a better place in which to live.

Right off the bat, the fact is that companies can expand and build new plants in new communities only when their profit picture is sound. Secondly, the opportunity to make a profit is one of the prime factors a company considers when it looks at new plant sites.

What contributions does a profitable company make in a community when it becomes established there?

Payroll is an item that comes to mind immediately. In Fort Madison,

our Sheaffer payroll was over \$7.5 million last year.

Profitable, expanding companies also spend a lot of money for goods and services in their home communities. At Sheaffer, we spent over \$630 thousand in this area last year. This created more purchasing power, more taxable income, more general means for community betterment.

Industry, of course, is by far the largest source of tax revenue in any community. The more industry, the smaller the tax bite on individuals becomes. Industry taxes enable communities to have finer schools, libraries and parks than they could otherwise afford. This becomes increasingly true when industry makes sound profit, because it uses these profit dollars to expand, thus adding to taxable property.

In addition to determining payroll and purchases and taxes, and just as important, profit enables industry and businesses to be good neighbors in

their communities.

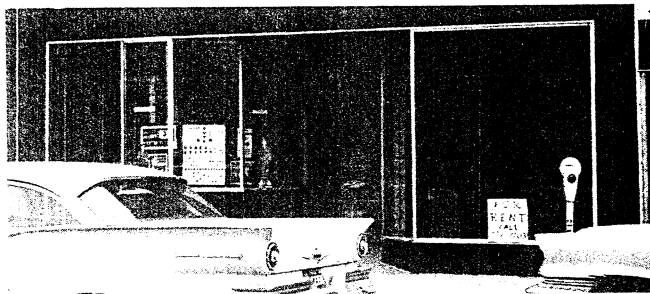
Last year, for example, the Fort Madison Community Chest met its goal of \$50,000—money turned over to a long list of organizations that work to improve the health and welfare of this area. Fort Madison industries and businesses contributed a large percentage of this total, aside from the contributions made by their employees.

Youth activities, like Junior Achievement, Science Fairs and Pony League baseball, gain the support of Fort Madison industry. Churches and hospitals and recreational facilities are also important areas for business gifts. An example is our annual Sheaffer contribution to all community churches, based upon the number of employees stating membership in each.

Profits and the community? When we're talking about growth, they go hand in hand.



When industry or business cannot make a sound profit, it has no choice but to curtail operations. Eventually, it must go out of business. This means fewer jobs, less payroll, slower growth. In many communities across the land, closed stores like the one above—or large manufacturing plants that now are boarded up—are stark reminders that business must be profitable to survive.



Taxes on profit-making businesses enable communities to have finer schools, parks and libraries than they could otherwise afford. Additionally, educational and youth programs are primary recipients of business gifts and contributions. Charitable activities are an important function in industry, but the extent to which a business can be a good neighbor is determined by profit.

**Lifetime**

The gift of a lifetime

We can't all own Rolls Royce motor cars, but the Sheaffer "lifetime" pen is within the range of every pocketbook. Ranking, as it does, among the supremely fine things of the world—a mechanical masterpiece that has solved every pen difficulty—it is as surprisingly low in cost as it is exquisite in balance and beauty! A great American achievement! It is unconditionally guaranteed for a lifetime, has great manufacturing power, large ink capacity, brilliant luster, powerful clip, and a point unrivaled. You must see it today. At better stores everywhere.

Price \$27.50. Colors as low as \$25.00. Office use with pencil, \$25.00.

**SHEAFFER'S**  
PENS • PENCILS • SKRIP  
W. A. SHEAFFER PEN COMPANY  
FORT MADISON, IOWA

# SHEAFFER'S *Review* GOLDEN ANNIVERSARY SUPPLEMENT

**NOW THE EASIEST PEN IN THE WORLD TO FILL!**

*Sheaffer's New  
TOUCH DOWN*

**EXCLUSIVE PNEUMATIC DOWN-STROKE FILLER!**

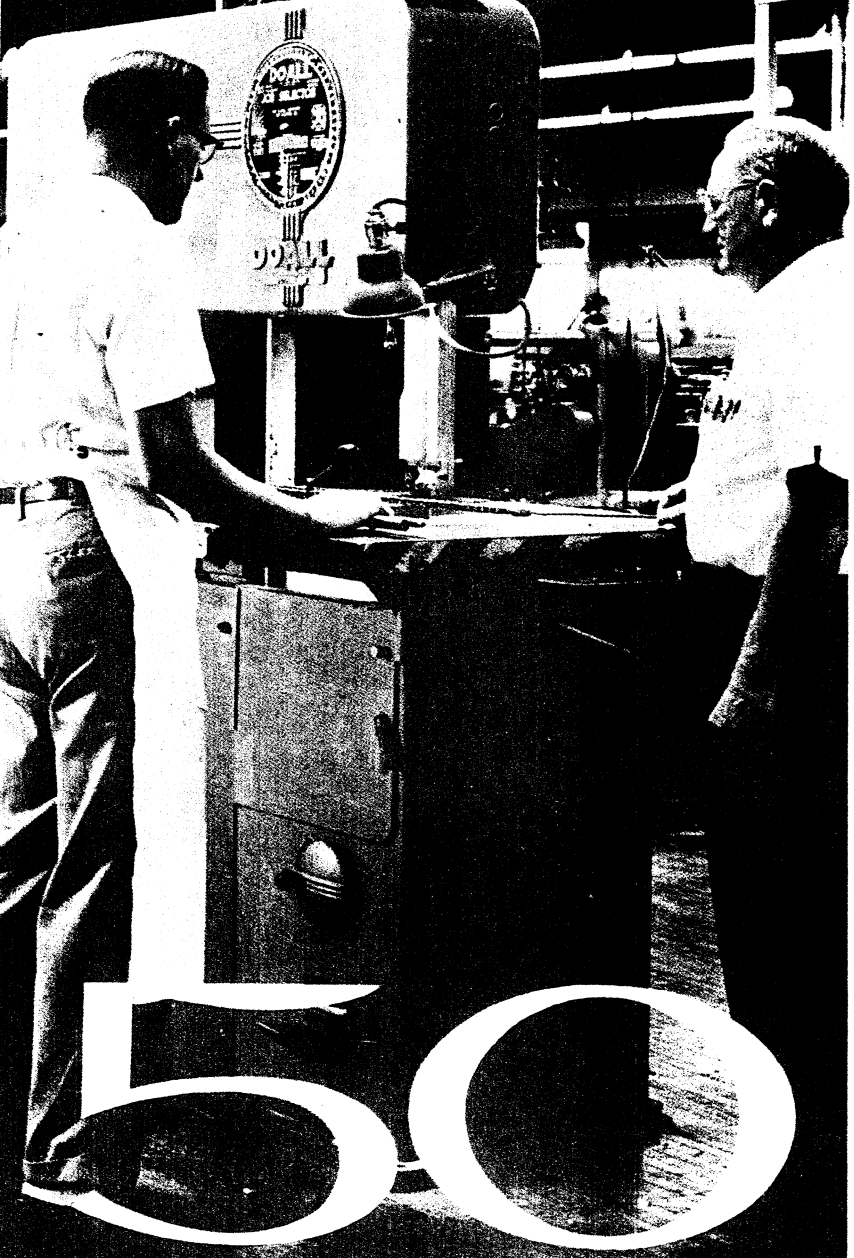
One down stroke empties—cleans—refills... completely! Sheaffer's sensational new Touchdown is the first—the only pen in the world to do all this... and in just a matter of seconds. For the first time, a pen that fills at the finger-touch—completely—using one hand alone for the first time, a pen that fills completely... to full capacity... on just one down-stroke... requiring less frequent refillings. See Touchdown at your Sheaffer dealer's today. It's the development that brings pen refilling to you. "Now, you've really got something!"

W. A. Sheaffer Pen Company, Fort Madison, Iowa  
and Malton, Ontario, Canada

**GREATEST ACHIEVEMENT IN FOUNTAIN PEN HISTORY!**

**SHEAFFER'S**  
WRITE WITH DISTINCTION

STANDARD FILLER SPECIFIC  
Pen No. 20000000  
Patented in U.S.A.  
Copyright © 1963 W. A. Sheaffer Pen Co., Ft. Madison, Iowa



When you wear a TV set on your wrist... you can still be writing with your 1963 gift: the Sheaffer LIFETIME® Fountain Pen

Sheaffer introduces the one pen so nearly perfect it's guaranteed for life. Please write your name with this new pen. Feel the comfortable "give" of the 14K gold point. The craftsmen at Sheaffer have created their "perfect point"... inlaying the 14K gold for extra strength... gently curving the point upward (the exclusive Turned-up Tip) to make your signature as personable as your handshake.

We sincerely believe you'll experience such a smooth writing sensation you'll never want another pen (even in the 21st century).

Don't you know someone who deserves a gift as fine as the Sheaffer LIFETIME Fountain Pen?

This magnificent pen fills quickly, cleanly, and surely, with a "push-down" stroke. Capacity: 100,000,000 drops. Starts at \$27.50. With matching pencil, \$30.00. Free or a \$1.00 loan off the retail price per dealer.

© 1963 W. A. Sheaffer Pen Co., Ft. Madison, Ia.

**SHEAFFER'S**  
WRITE WITH DISTINCTION

50 years of progress



## A MESSAGE TO SHEAFFER EMPLOYEES

*Around the world . . . .*

**T**HIS SPECIAL 50th anniversary issue of the Review is dedicated to the people who have been a part of our company over the last half century. There are those employees whose efforts in the early years helped the company to get started. It is their story. There are those who followed them and helped the company to keep growing and changing. It is their story. There are some of you who have been with the company for a comparatively short time, although your contributions have already been felt. More importantly, you will help determine our course as we head into the second 50 years. It is most certainly your story.

Any look at the past is most valuable as a foundation for the future. Challenging times assuredly lie ahead. And because they are challenging, they can be times of significant achievement. A fiftieth anniversary reminds us that we have the experiences and the lessons of yesterday to help show the way as we work to achieve tomorrow's potential.

In looking back over 50 years, these experiences and lessons are many and varied. Much has gone into bringing us to the point where we are today. It has been a day-to-day, week-to-week process.

People are all-important in this process—the people who make the plans and the decisions, and who must determine if money and effort will be expended in one direction or in another; and the people who put the plans and decisions into effect, often determining, when all is said and done, whether they succeed or fail. We may well point with pride to our buildings, our machines and our other material assets, but they are really only tributes to what people have accomplished working together. The energies, imaginations and resourcefulness of people are a company's greatest assets.

Those of us who today are the Sheaffer Pen Company around the world owe a considerable debt to the people who paved the way. It is a formidable job to launch a company and to get it over the hump. There are no guarantees on the success of a new business venture; in fact, the odds on failure have always been pretty high.

When the doors of the company first opened for business in the workshop of W. A. Sheaffer's jewelry store 50 years ago, it's doubtful that the small group of employees realized what they were starting or how far the infant company would go. Even my grandfather could not have known how successful the venture would be.

These first Sheaffer people did know that the competitive power of large, well-established companies was arrayed against them; that they were, each of them, taking a sizeable risk. Whether their investment was in money, time or energy—or all three—they stood a reasonably good chance of losing it.

As it turned out, they did have a good product that gained all-important consumer support. But this alone wouldn't have been enough. The reason they made the grade is that they did a better job than their counterparts at the competitive companies. It wasn't long before the success of the lever-fill pen attracted the attention of the big companies then in the writing instrument industry. They wanted to stop it before it got too far in the market place, and they turned on the competitive guns. The new Sheaffer company and its employees met this challenge head on. They won, individually and as a group.

Of course, a company can never keep going on past momentum. In each new era, real growth is achieved when people plan better, merchandise better, sell better and work better than those from other companies with whom they are competing.

If there is one prediction we can make about the future, it is that in the Sixties, and the years beyond, the battle for consumer support, and for sales and profits, will be as heated in our industry as it ever has been—perhaps more. And it seems certain that we will be called upon to support and reaffirm the kind of business climate that rewards initiative and enables groups of employees like ourselves to climb as high as our best talents, our best judgments and our resources will carry us—that enables us to bring the finest products we can build to the market place and then profit to the extent that we do a better job than others.

I am confident that, in the future, great rewards will continue to go to those companies that win the market battle. I ask each of you to join with me and with your fellow employees in seeing that we work together more effectively, and provide finer products and better service, than our company ever has before.

*W. A. Sheaffer II*

# 50 *years of progress*

*This is the story of our company during its first half century as a part of the American business scene. In highlight form, with words and pictures, these pages chronicle the challenges, the achievements, the changing times. Many people have been a part of the story, have helped to shape it. While it is not possible to include all of the names, or individual contributions, the story, from beginning to present, is their tribute.*

## THE EARLY YEARS

**T**HE BIG industrial news of 1908 was the introduction by Henry Ford of a new-fangled contraption called the Model T automobile. Most people thought it would be lunacy to risk riding in it and that the trusty horse would never be replaced.

In the nation's capital, Congress passed a bill regulating child labor in the District of Columbia. The action created only minor interest across the land, and few realized it was the beginning of sweeping social reform that was to mark the years ahead.

It was not known at all that, in the small Iowa community of Fort Madison, a jeweler named W. A. Sheaffer was devising a new product that would revolutionize America's writing habits and pave the way for the birth of a manufacturing enterprise.

For Mr. Sheaffer, 1908 and the years immediately following were not only ones of invention and of improvement in the initial model of his revolutionary lever, self-filling pen; they were also years of debate and uncertainty.

He had an inborn instinct for merchandising and selling, which he had used to good advantage in building up a successful jewelry business. Now, it clearly told him that he had developed a product with great potential. To be doubly sure, he assembled a few of his lever-fill fountain pens and sent them to friends to try out. Their comments assured him the product was

highly salable. The new pen, that needed no coin or eye dropper for filling, was a truly great advance.

But there was much more involved in deciding to go into the pen business. In 1912, there were 58 other companies in the industry, including several large, well-established firms. With this competition, the risk of failure would be high, despite a sound product.

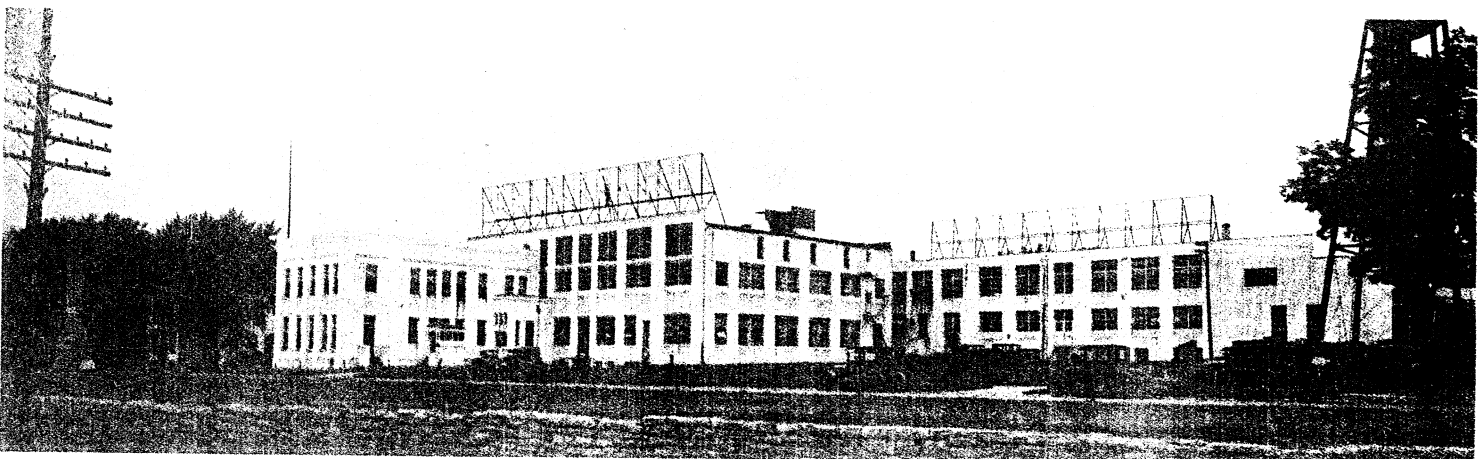
Mr. Sheaffer talked over the idea with friends and other businessmen. Many advised against it. "You're secure now, with a business that will enable you to live comfortably," they said. "Why take a chance on losing everything?"

The argument was a good one. At 45, Mr. Sheaffer had years of hard work behind him. To get a pen business started would require all of his life savings and much more. Should he lose what he had, it might be impossible to regain similar financial security.

However, he decided to take the momentous step. In the spring of 1912, the workshop of the Sheaffer jewelry store became a pen factory and a Sheaffer sales office was opened in Kansas City, Mo., by George Kraker and Ben Coulson, former salesmen for the Conklin Pen Co.

Seven employees crowded into the small workroom to hand-make the first Sheaffer pens, including Mr. Sheaffer's young son, Craig. They were kept busy, working long hours a day, as Kraker and Coulson followed up their first sale — to the Missouri Store Co. of Columbia, Mo. — with ever-increasing orders. According to records, the prevailing wage in Fort Madison in 1912 was \$3 to \$5 a week.

The Sheaffer Pen Company looked like this in the years immediately after 1917, when manufacturing operations began in a plant that was formerly the home of the Morrison Plow Works.



## 50 YEARS OF PROGRESS cont.

From the outset, quality was the byword for Sheaffer pens. Mr. Sheaffer believed in it wholeheartedly, and his employees, sharing his enthusiasm, approached their jobs like craftsmen fashioning the fine watches that were out front on the shelves of the jewelry store.

With the success of this early operation, and with the interest of Kraker and Coulson in joining him as partners, Mr. Sheaffer was able to put together enough money to go into business officially. On January 1, 1913, the W. A. Sheaffer Pen Co. was incorporated for \$35,000, with Kraker and Coulson owning 40 per cent of the stock. That year Mr. Sheaffer sold his jewelry business, and in a few months manufacturing operations were transferred to larger quarters on the upper floor of the Hesse building in downtown Fort Madison.

During the first year, the new company captured three per cent of the writing instrument market, chalked up sales of \$100,000. Profits were \$17,500, or 50 per cent of the initial investment.



The Assembly Department was one of the first to move into new quarters in the Morrison Plow Works building. Some remodeling was necessary after the building was purchased in 1917 and, during the first years, only a part of the available space was used by the fledgling Sheaffer Pen Company.

Things looked bright for America and for the fledgling company in 1913. War clouds were gathering in Europe, but the trouble was far away. Congress had adopted the 16th amendment to the Constitution, granting the power to levy and collect taxes on income, and while this was a highly controversial issue, it did not affect greatly the optimism that everyone felt. The spirit of the time was more aptly symbolized by the fact that, in New York City, the world's tallest building rose. At 60 stories, the Woolworth Building towered 10 stories above any other skyscraper.

In the years immediately after 1913, despite rapidly increasing sales, the fate of the Sheaffer Pen Co. hung in the balance. It was a period of life-and-death legal battles and maneuvers to protect the company's patents against the challenges of other firms.

It pitted a small company, with limited financial resources, against some of the giants of the industry. Mr. Sheaffer led the fight. If he had lost any one of the cases the company would have been finished.

Accounts of the legal battles, told by Mr. Sheaffer himself, read in some instances like cloak-and-dagger mysteries. On one venture, traveling to New York to have important testimony checked, Mr. Sheaffer was followed by a private detective. He eluded him by stepping onto a subway train and then suddenly leaping off just as the doors were closing.

In 1916, the company moved to a former creamery building in Fort Madison on the site of the present Research and Development offices. A year later the old Morrison Plow Works was purchased, providing the company with its first full-scale plant facilities. The number of employees had risen to 100; in 1917 they produced about 100,000 pens. The models of that year had 11 parts, and 62 hand operations were performed in making and assembling them.

A Sheaffer factory was also opened in Kansas City. It was a plant that had been started by George Kraker when he left the company and attempted to set up a competitive operation, using Sheaffer patents. This was one of the threats Mr. Sheaffer succeeded in turning aside.

One of the main advances made possible by the purchase of the Morrison Plow Works was the installation of a Gold Nib Department. Previously, all Sheaffer pen points had been shipped in from the east. Whenever the train was late, or a shipment did not arrive on time, production was seriously affected or halted entirely.

At that time, there were only three men in the entire country who could do the quality nib work Mr. Sheaffer required. He personally induced one of them -- Winfield Kay of Jersey City, N. J. -- to move his operations to Fort Madison.

In 1919, the offices and manufacturing departments occupied a part of the Morrison Plow Works building. They made a striking contrast with the facilities of today. The office force consisted of W. A. Sheaffer, Craig Sheaffer and three others. The advertising manager opened the daily mail, when Mr. Sheaffer didn't do it himself.

The first transcontinental airmail flight left New York City for San Francisco in 1920 (below). It was a danger-filled journey, but established the commercial value of the airplane. The Twenties were years of important product development at Sheaffer, including Skrip ink, the desk set, the use of plastic instead of hard rubber for pen caps and barrels.





## THE TWENTIES

**T**HINGS really happened in America in the Twenties. Industry boomed in the aftermath of World War I. The League of Nations was formed to help insure a lasting peace. The first transcontinental airmail route was established between New York and San Francisco. Later, Lt. Comdr. Richard Byrd made the first flight over the South Pole. George Gershwin wrote the immortal "Rhapsody in Blue" in 1924. Football became one of the great American sports, spearheaded by the Notre Dame teams of the legendary Knute Rockne.

These were good things. Others were not so good. Prohibition brought on a wave of gangsterism unlike anything seen before. And in 1929, the free, easy, care-free living of the decade came to an abrupt, tragic end. On October 29, the day of the stock market crash, 16 million shares were sold in panic. The great depression lay ahead.

The fortunes of the Sheaffer Pen Co. followed right along with the period's industrial boom. Improvements in writing instruments brought Sheaffer to a position of industry leadership by the middle of the decade. In 1925, sales had risen from three per cent of industry volume to 25 per cent. The Morrison Plow Works buildings were modernized and enlarged to accommodate increased production. In 1928, Sheaffer stock was listed on the New York Stock Exchange. Manufacturing operations were under way in both New York and Kansas City, and sales and repair offices had been established in Chicago and San Francisco.

One of the foremost Sheaffer innovations of the Twenties was the development of a way to make pen caps and barrels of plastic, rather than the previously used hard rubber, which was highly breakable and precluded the use of color. It was not an easy task, and it cost the young company dearly in both time and money. The first attempt in 1920 ended in failure because the plastic material expanded too much when the temperature rose.

It was a disheartening experience, but Mr. Sheaffer was not accustomed to defeat. He pressed the project harder, using a new type of plastic. As a result, the company got a jump on the rest of the industry and was the first to introduce colored pens that were virtually unbreakable.

In 1921, Sheaffer started the writing instrument world by introducing a pen priced at \$8.75 — three times as much as the price of competitive products. The 14-karat gold point of the pen was guaranteed for the lifetime of the owner, another unheard-of move among pen companies.

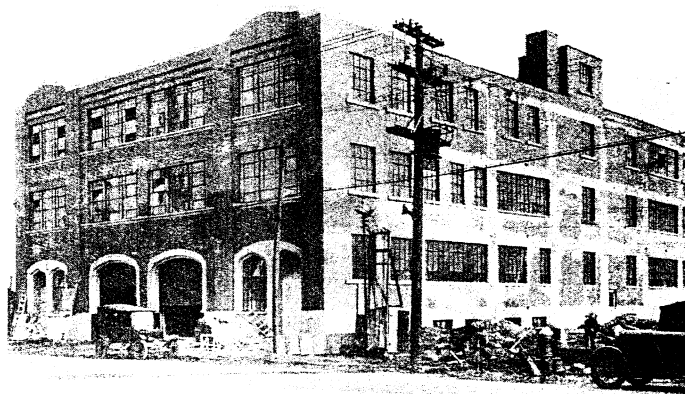
This reflected Mr. Sheaffer's marketing philosophy. He felt that the pen was worth the money, and that when consumers became aware of the quality that was built into it they would be willing to pay the higher price. He was right: the first Sheaffer "Lifetime" fountain pen became the nation's No. 1 seller.

Early in the game, Mr. Sheaffer decided that the company must develop its own writing fluid, rather

than depend on the products of others. In 1922, again after many months of costly research and some setbacks, the formula for Skrip writing fluid was perfected in the basement room that served as a laboratory. The new product proved better than any competitive ink and was an instant success.

Other developments in the Twenties included the propel-repel-expel pencil, the desk set, and streamlined, balanced design for writing instruments.

A 1926 employee manual, one of the first issued by the company, pointed out that the work day started at 7:30 and ended at 5:30, with an hour for lunch. The work week included Saturday mornings. For perfect



A small assembly operation was established by Sheaffer in this building in Toronto, Canada, in 1927. It was the beginning of international operations that have grown to include all areas of the free world.

attendance during a year (no absences or lateness except for jury duty) employees could earn a \$25 bonus.

There was no parking problem at the plant in the Twenties, since only two or three employees drove cars. Many rode to work on the street car that ran near the plant. Summer heat, on the other hand, was a problem. Where practical, employees were allowed to bring their own small electric fans with them.

According to an early report, telephones were a scarce item in those days. There was one for the office and one for the plant.

Bookkeeping was several giant strides away from the data processing procedures of today. The accountants used what has been described as "a huge journal that covered an eight-foot slant top desk."

An employee recreation program was initiated in February, 1927, with the completion of the Clubhouse. A schedule of activities was posted for men and women. For those who like to paint mental pictures, gymnasium attire for the ladies included "shoes, black hose, black bloomers and white blouse."

## THE THIRTIES

BY 1931, the depression had deepened and spread to include millions of Americans. There was hunger, and bread lines, and soup kitchens. The self-assurance that America had felt since the turn of the century was gone. Sweeping government programs were installed to fill the gap left when people felt they could no longer solve the problems for themselves.

Events that would lead to World War II had occurred in Japan and in Germany, but most Americans were too preoccupied with their own problems to notice. In Russia, the Communist Party had grown all-powerful during the Twenties. Here, in what appeared to be a helplessly backward land that could never be a threat to anyone, groundwork for the future was being laid.

America did not grind to a complete halt, of course, despite the rigors of the depression. In 1934 a DuPont company scientist invented a new synthetic fibre that was given the name Nylon. There were outstanding writers, like Thornton Wilder, whose play, "Our Town," won the Pulitzer Prize for drama. In 1938, Orson Wells scared millions with a chillingly well done radio program called "Invasion From Mars." Listeners thought it was real.

In Fort Madison, Iowa, the depression left its mark, just like everywhere else. Sheaffer sales held up well

in the area. At one point, work schedules at the company were set from 6 a.m. to 1 p.m. to avoid the hottest part of the day.

In the early Thirties, Sheaffer annual sales were about \$7 million, but this was a healthy percentage of industry sales, which totaled about \$30 million. The company was one of 50 writing instrument firms - actually fewer than had been in business 20 years before in 1913.

During the dark days of the Thirties, Sheaffer people continued working together, and building. From Sheaffer laboratories came the Feathertouch two-way point, the plunger, visible barrel pen and the Fineline pencil. A line of office adhesives was also developed and put on the market.

One Monday morning, in the late fall of 1937, employees came to work to find plant guards secured, the vault broken into and stock valued at \$50,000 missing. Coming just before Christmas, the loss was especially harmful. A bulletin was sent to dealers asking them to advise the company if Lifetite fountain pens were offered for sale by anyone other than an authorized Sheaffer representative. "We hope in the near future to fill all orders completely," the bulletin added. The promise was fulfilled.

Strong relationships with dealers helped the company weather the depression. During the Twenties forty right policies had been developed, and the company followed them closely, treating all dealers with equal fairness.

During the heart of the depression, when most citizens across the nation had to accept reduced compensation and benefits, Mr. Sheaffer launched a profit-sharing plan for all company people. He felt the time had come to strengthen the company by giving employees a way to share in its growth. It was a program in which he believed deeply, and the depression did not starve his way.

Except for a brief over-the-weekend dispute in 1911 employee relationships had remained excellent over the years. The formation of the WASPCO council in 1937 helped insure that they would remain so. The council, made up of employee representatives who met regularly with management, was to become a fixture in company affairs and an outstanding example of forty right communication in industry.

In the latter half of the decade the company further geared itself for the growth years Mr. Sheaffer fore-

In the spring of 1942, the company prepared for an all-out war effort by remodeling a former paper mill in Fort Madison and converting it into a plant called the War Division (now Plant 2). Millions of items for the armed forces were turned out there by Sheaffer employees in the months of fighting that lay ahead.

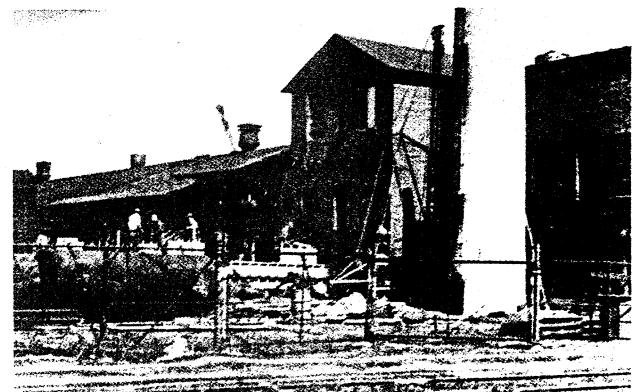


Scenes like that at the left, taken in Washington, D. C., in the shadow of the nation's capitol, were common during the depression years of the Thirties. Sheaffer operations were seriously affected, too, but a profit-sharing plan for employees was started despite troubled economic conditions.

until 1931, then dropped off sharply. Yet the company was one of the last employers to cut its production schedules. Employees worked three days a week as the situation continued to worsen. Finally, when President Roosevelt declared a holiday that closed all banks across the nation, it was necessary to shut down entirely, except for a few office employees.

Fortunately, this complete standstill was short lived. Within a week the two main banks in Fort Madison were re-opened, and Sheaffer immediately resumed a three-day-a-week schedule.

Economic conditions were not all that plagued Fort Madison and the Sheaffer Pen Co. during the Thirties. Unbearably hot, dry weather during at least two of the summers resulted in almost complete crop failures



certain lay ahead. A new office building was completed in 1937, and all accounting functions for the company were centralized in Fort Madison. Previously, part of this work had been done in the New York office. In 1939, 1,100 square feet of space was added to manufacturing facilities.

The scope of the company's manufacturing skills was expanded during this period. The first molding machine was purchased in 1937, enabling employees to produce some molded parts themselves and paving the way for large-scale precision operations of the future.

In 1938, having passed the 70-year mark, Mr. Sheaffer gave way as president to his son, Craig.

## THE FORTIES

AS THE decade began, there was hope that America could stay out of the war that was engulfing other areas of the world. Yet, on all sides preparation for war and other emergency measures began to take place. No one who lived through it will ever forget the numbing shock of Pearl Harbor on December 7, 1941, or the events that followed: the British surrender of Singapore, the fall of Bataan and the Philippines, the mushroom atomic clouds over Hiroshima and Nagasaki, the birth of the jet age, the death of President Franklin D. Roosevelt in 1945.

The war had a widespread effect on Sheaffer operations, where planning for war work began as early as mid-1941. Major emphasis turned from the production of writing instruments to the manufacture of airborne communication plugs, bomb and artillery fuses, and an automatic radio tuning device for the armed forces. From the time the company received its first prime contract — for communication plugs — from the Army Signal Corps in September, 1941, until the cessation of hostilities, more than seven million of these units were produced.

The autotune device made by Sheaffer was a delicate apparatus with 1,000 separate parts in a set. To insure that it would function on high-flying bombers, each set had to meet severe tests — including a stay in 50-degree-below-zero temperatures. At the start of the war, these were custom made devices, but Sheaffer employees devised a way for mass producing them, while still maintaining the pinpoint quality. In the course of the war, 80 per cent of all autotunes came from skilled Sheaffer hands. For this, and other achievements, an Army-Navy "E" award was presented to the company in 1944.

Three other war projects were launched in 1942, and production of Sheaffer writing instruments was at a comparative standstill. Most of those that were manufactured went to the armed forces.

Before all-out emphasis on war work began, Craig Sheaffer announced the changes to Sheaffer employees in a lengthy bulletin that gave two principal reasons for the course the company was following. First was duty. "Unless we beat the Axis, nothing else will be worthwhile," Mr. Sheaffer said. Second, the war effort would help maintain full employment in Fort Madis-

Happy hysteria broke loose across America when the war with Japan ended in August, 1945. Crowds like this one on Chicago's State Street gathered in communities everywhere—small and large. There was no thought of the cold war and the atom bomb race, which were so soon to mar the peace.



son." Mr. Sheaffer pointed out that there were critical shortages in materials needed to maintain full production of writing instruments. As many substitutions as possible had been made and cutbacks were inevitable unless something took up the slack.

Early in 1942 the company began remodeling a former paper mill at 18th St. and Avenue O in Fort Madison (now Plant No. 2). This plant went into operation in May of that year and was devoted completely to war production.

Both the quantity and quality of war products was a tribute to the skill of Sheaffer people. Women employees did more than their share as men went into the armed forces in increasing numbers. By 1944, 490 employees had been called, and there were four gold stars on the roster of names.

During the war employees were reminded of the nature of their work by a high wire fence that encircled the plant to keep out intruders. There were other changes. Bicycle parking stalls completed in 1942 reflected the effects of gas rationing. The serving of soup and hot coffee at the War Division was so well accepted that the program was installed at Plant No. 1. The cafeteria idea had come to stay.

Of major importance to employees was the announcement of an extension of the profit-sharing program to include a trust fund (or retirement) program. It was started in 1942, although it took several years to get approval of all details from the U. S. Treasury Department.

For their accomplishment in producing items of war for the armed forces, the company and its employees were presented an Army-Navy "E" award during ceremonies in Fort Madison in 1944. It was one of the last major functions in which Mr. W. A. Sheaffer was to participate. But the company had been ably guided through the war years by his son, Craig.



## 50 YEARS OF PROGRESS *cont.*

When the war ended, Craig Sheaffer led an all-out expansion program aimed at making up lost ground in the writing instrument field. It included new products that had been in development stages during the war years, new plant facilities and equipment, and new merchandising and sales plans.

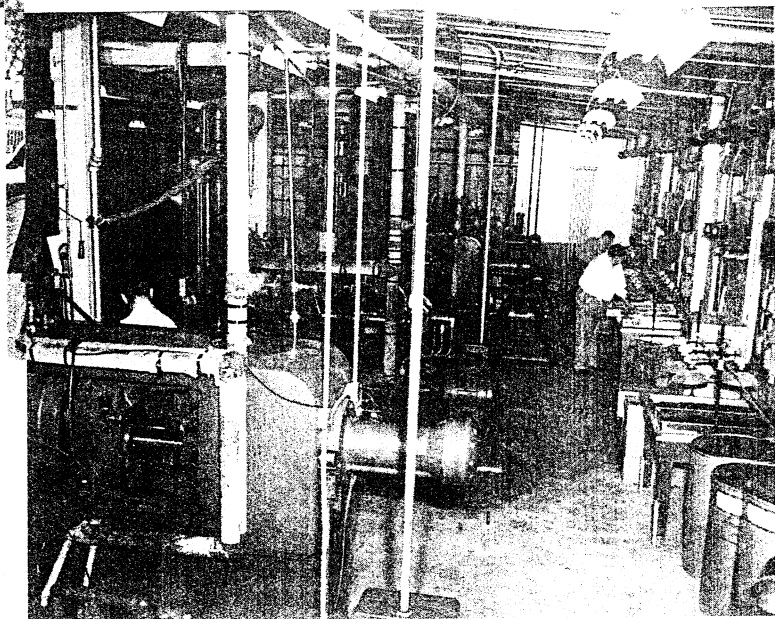
A 30-minute film on war work had been prepared for showing to dealers to explain what Sheaffer people had been doing during the war and why the company's regular products were in such short supply.

New operations were opened in Quincy, Ill., and Mt. Pleasant, Ia. In Fort Madison, Plants No. 1 and No. 2 were changed back to normal production with all speed. An old button factory building at 12th St. and Avenue O was purchased and became Plant No. 5. (This is the site of the present Tool and Die Division.)

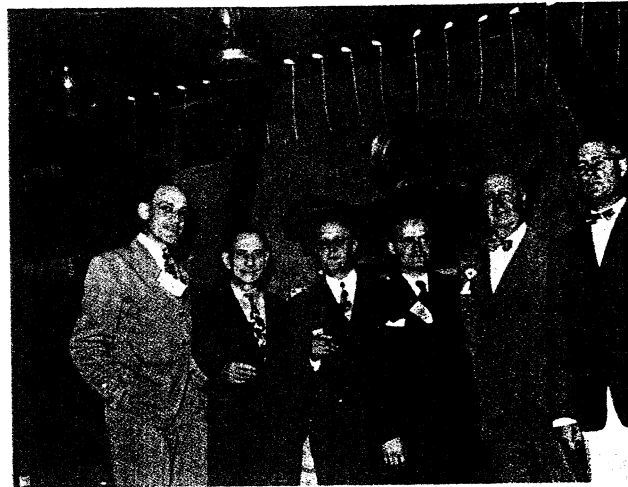
Engineering plans for the construction of a completely modern multi-million-dollar plant in Fort Madison were completed, but it was decided to delay this program until building costs and conditions were more favorable.

In the 1947 annual report to shareowners, Craig Sheaffer pointed out that pre-war prices were being maintained on most products in the line, despite rising costs for just about everything. With good customer reaction the future is favorable, Mr. Sheaffer said, "and the company will continue this policy as long as we are able to do so."

Methods improvements made this possible, and Mr. Sheaffer was right about the future being favorable. The main problem was that of keeping up with cus-



A completely equipped Molding Department was a recent addition to Sheaffer production operations when this picture was taken in the Forties. Before the war, most molded parts were purchased from outside suppliers. In the last decade, the volume of precision molded parts manufactured in Fort Madison has grown rapidly and now reaches millions of units a year.



The first export convention for Sheaffer overseas distributors was held in Fort Madison in 1947. Company plans for overseas expansion were outlined by George A. Beck (third from left), Harry E. Waldron (second from right) and Craig Sheaffer (right). Mr. Beck and Mr. Waldron were among those whose leadership was so important to the company from its earliest years.

tomers demand, and the company was able to regain its position of industry leadership in a comparatively short time.

A particularly significant advance was the installation of equipment to do all molding of pen caps and barrels in Fort Madison, which made possible sharp decreases in product cost.

Everybody benefited from the rush of success. Profit sharing soared to new heights. So did wages, which accounted for 36 cents of each sales dollar in 1948.

One thing that happened during the war was destined to have a marked and lasting effect on the writing instrument market. This was the development of the ballpoint pen, which originally met the wartime need for a writing instrument with built-in ink supply. The ballpoint reached the consumer market amid great fanfare and was eagerly accepted, despite formidable high prices. Original models did not write well, nor did they live up to the claims made for them; but they proved only a temporary setback. The ballpoint was off and running.

The first Sheaffer ballpoints were manufactured at the Mt. Pleasant plant in 1947. They joined other important product developments of the Forties: the inner spring clip, the Triumph sheath-type nib and the Touchdown filling mechanism.

In 1949, the plant in Quincy, Ill., was closed and the operations were moved to Fort Madison. The same year, the softball field at Employees' Park was dedicated. The war behind them, people were thinking about such things as baseball again. Major clouds on the horizon was the rising threat of Communism, evidenced by the halting by Russia of free traffic between Berlin and the Western occupational zones in 1948, and subsequent institution of the Berlin airlift.

# THE FIFTIES

**T**HE fabulous Fifties some called them. In many ways, they were. More Americans had more things than ever before. The stock market moved to new highs, reflecting the economic growth that was taking place.

It was also the decade of the "cold war." This was something new, a kind of war that was hard to put your finger on. There were border incidents, small brush fire battles, and brush fire battles that weren't so small — like Korea.

The most terrifying part of it all was the nuclear arms race. Russia had the bomb, too. The weapons became bigger and better until their destructive power could be imagined only in a nightmare.

One of the favorite topics of political conversation was the government debt. There was no such thing when the Sheaffer Pen Co. was started. Now the debt was edging toward \$300 billion. This got people to thinking about taxes and inflation. People received more money than ever before, but it would buy less.

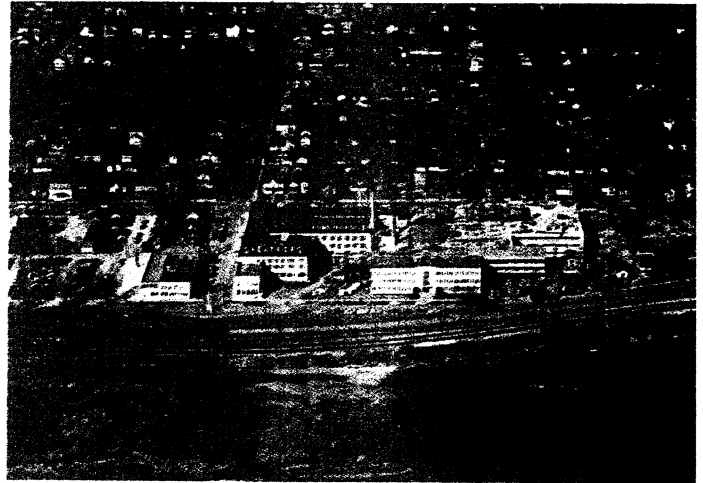
The first triumph of the space age went to Russia as news of Sputnik I hit the front pages. The first U. S. earth satellite, Explorer I, was launched in 1958. The race for the moon, and for the vast reaches of space beyond, had begun. Flash Gordon and Buck Rogers, comic strip heroes of the past, did not seem quite so comic any more.

On the sports front, Rocky Marciano became heavy-weight champion of the world. The Brooklyn Dodgers won their first world championship in 1955, defeating the New York Yankees (who else?) in the World Series. Closer to home, the University of Iowa became a major college football power under the guidance of Forrest Evashevski.

Alaska became the 49th state in 1958. Hawaii would soon be No. 50.

In addition to growth at home, the Sheaffer Pen Co. grew overseas during the Fifties, as outlined elsewhere in this special supplement. Fort Madison became the hub of global operations.

In the spring of 1950 it appeared that disaster had struck in the form of fire that followed an explosion in the basement of the company's office building. An Associated Press wire story of that day said: "A raging fire is threatening to destroy the W. A. Sheaffer Pen Company's office building in Fort Madison, Iowa. Fire departments from Burlington, Keokuk and the Iowa Ordnance Plant have been called out to aid the Fort Madison Fire Department."



Construction of a new main plant was well underway in 1951. The Morrison Plow Works building, which had served the company for over three decades, was soon to be destroyed, giving way to an employee parking lot. A new office building had already been completed in 1937.

Fortunately, the blaze was brought under control quickly and most damage confined to the basement area. It was also fortunate that the explosion occurred in the new office building, which held up even though it appeared that the explosion had lifted the structure from its foundation. It was felt that the old factory area would certainly have been destroyed.

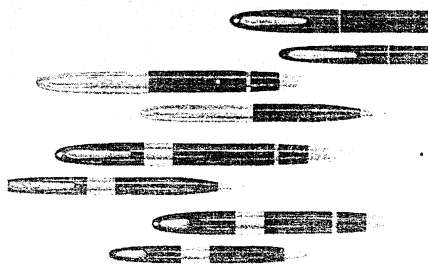
Contracts for construction of a new main plant in Fort Madison were signed in 1950. Construction was completed in 1952, and the Morrison Plow Works, which had served the company for over three eventful decades, was razed to become an employee parking lot. Sheaffer employees wrote a message to their counterparts of the year 2001. The documents were placed in a tube and sealed in the walls of the lobby of the new building.

In November, 1951, the 50 millionth Sheaffer pen came off the assembly line.

New emphasis was placed on research and development during the Fifties. Early in the decade the building that would house R & D facilities was enlarged and a complete second story added.

The Snorkel fountain pen, introduced in 1952, sparked a sales surge for Sheaffer in the mid Fifties. It was developed in great secrecy and launched with the greatest promotional campaign in the company's history.

(Continued on page 12)



New products and a large-scale promotional program, sparked by ads like this one from 1945, enabled the company to regain the industry leadership it had given up during World War II.

Breaking away from old ideas...  
SHEAFFER'S  
New Ballpoint Pen

There are the great legends of the world...  
There are the great legends of the world...  
There are the great legends of the world...  
There are the great legends of the world...

# 1913 – SHEAFFER HIS



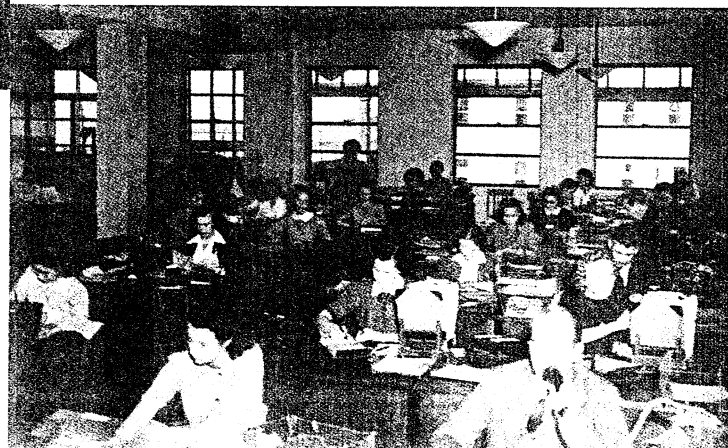
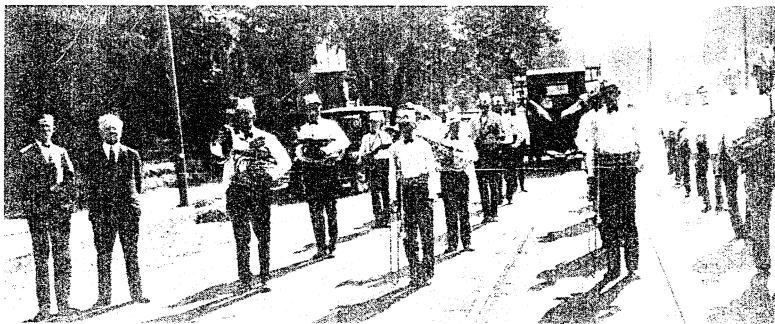
This was a typical scene in the early years after the company moved into its first complete factory building—the Morrison Plow Works. The Nib Department, shown here, occupied the end of one floor.

It was the craftsmanship of the first groups of employees that contributed so much to the company's rapid success in national markets.



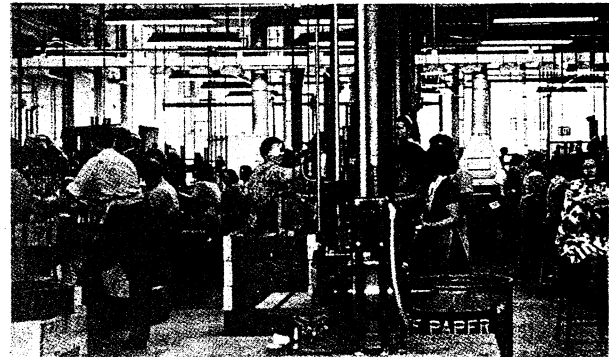
After World War II, a plant was established in Quincy, Illinois, to help meet the tremendous demand for writing instruments.

In the Twenties, the Sheaffer band became a widely-known musical organization. At the left in this picture are Craig and W. A. Sheaffer.



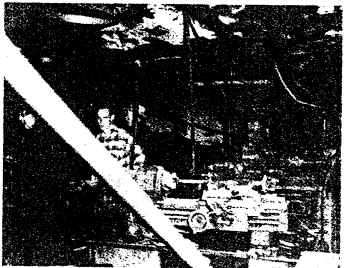
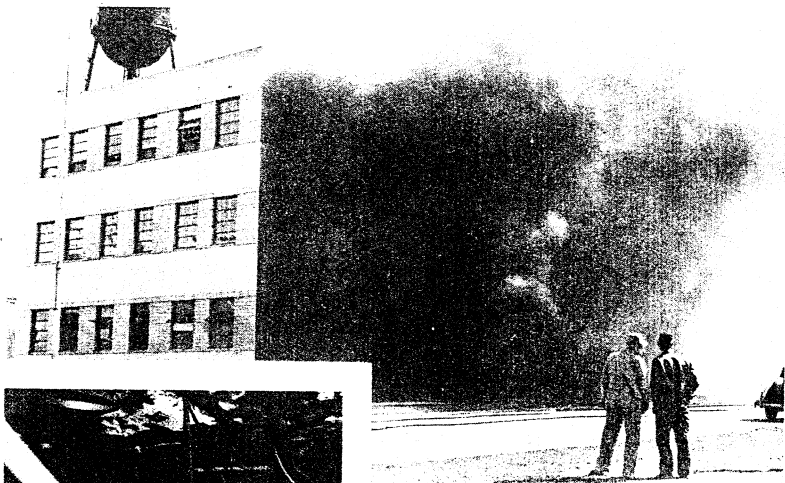
In 1937, employees moved into modern quarters in a new office building.

Plant No. 2 in Fort Madison was opened in 1942 as the War Division. This picture was taken June 26 of that year and shows production operations in full swing.



A large part of production facilities at the main plant in Fort Madison was turned over to contract work for the armed forces during World War II. High ranking army and navy officers were regular visitors to Fort Madison during this period.

# RY IN PICTURES — 1963



In the spring of 1950, fire broke out in the basement of the office building. Explosions accompanied the blaze. Fortunately, the kind of damage shown here was not widespread.



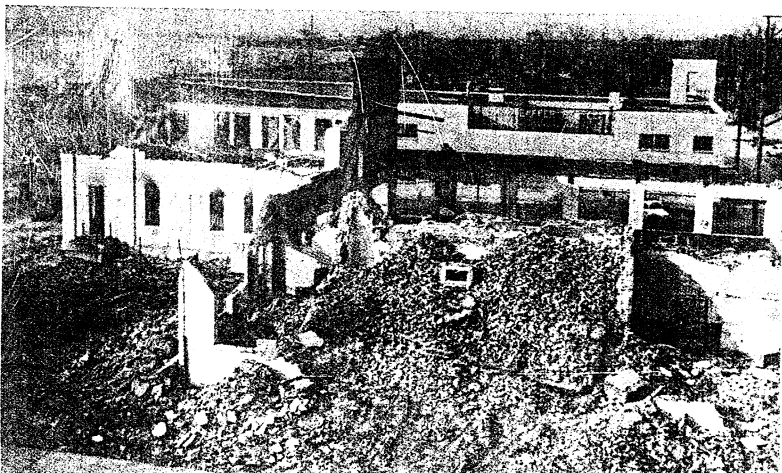
Sheaffer writing instruments have been used for the signing of several historic documents. One was the Japanese Peace Treaty of 1950, to which then Secretary of State Dean Acheson is shown adding his signature.

Several thousand people attended the open house to see our new plant for the first time. It was a big event of the summer of 1952.



Maico Electronics, Inc., of Minneapolis became a subsidiary of our company in 1957. The late Lee Watson, founder of Maico, signs the papers as (standing, left to right) W. A. Sheaffer II, Mayor P. Kenneth Peterson of Minneapolis and Maico's R. G. Woollever look on.

In December, 1952, after completion of our present plant, the Morrison Plow Works building was razed. It had served the company for 35 years.



The 150 millionth Sheaffer pen was manufactured in 1958. It was presented to President Walt at a WASPCO Council meeting by Art Brown (left), then the oldest employee in length of service with 44 years, and George Snyder.

## 50 YEARS OF PROGRESS *cont.*

Craig Sheaffer resigned as president in 1953 to become an Assistant Secretary of Commerce in Washington, D. C. Walter A. Sheaffer II succeeded him as president to direct the company through the closing years of its first half century.

In the mid Fifties Sheaffer employees pioneered in the development of the cartridge pen, which was to become the sales leader in fountain pens within a few years.

Hundreds of companies entered the writing instrument industry during the Fifties. By mid-decade, there were well over 200, as opposed to the 50 companies that had been in business a few years before. Many of these were extremely small operations selling unbranded, low-cost ballpoint pens. Singly, they were minor factors. As a group, they made a sizeable impression on the market and posed a new challenge for well-established brand manufacturers like Sheaffer.

In 1953 the company established a Tool and Die Division and built a new plant in Fort Madison on the site of the old button factory purchased after the war. In 1957 Sheaffer entered a field unrelated to writing instruments for the first time, purchasing Maico Electronics of Minneapolis, a manufacturer of hearing aids, acoustical equipment and miniature electronic devices.

For maximum efficiency, all domestic writing instrument manufacturing was consolidated in Fort Madison with the closing of the Mt. Pleasant plant.



Research, development, diversification and long-range planning are basically important phases of our operations in the Sixties. This management committee decides upon new product possibilities and selects areas and projects on which research and development activities will be centered. Members include (clockwise) John Sheaffer, marketing vice-president; A. Anthes Smith, vice-president, domestic operations; A. A. Zuber, vice-president, manufacturing and engineering; Thomas P. Evans, director of research and development; Walter A. Sheaffer II, president; J. W. McDonald, vice-president, finance, and Leon H. Black, vice-president, international operations.

## SHEAFFER TODAY

**T**HE Sixties, just begun, have already created a new brand of American pioneer — the astronaut. According to schedule, man will be on the moon before the



Flags of many nations decorated the entrance to the new plant when representatives from across the world came to Fort Madison for an export convention in 1956. The Fifties were a decade of overseas growth for the company, as operations were established in England, Australia and Brazil.

decade is over. With the universe as their horizon, and with the power to create a better life for everyone, the nations of the world find themselves walking the tight-rope between a dazzling future and the utter destruction that would be World War III.

At Sheaffer, as we enter our second half century, day-by-day management decisions and operations are set against the background of long-range growth plans on a world-wide basis.

To a greater extent than ever before, competition in the Sixties makes such planning necessary. The management blueprint that determines the course of our operations must extend further and be based on more far-reaching, detailed information. While attainable, the goals must involve a greater rate of growth than the company has experienced at any time in the past.

With a three-dimensional marketing organization, we are reaching more sales counters than ever before. Manufacturing, packaging and shipping operations are geared to levels many times higher than anything known in the past.

Writing instrument products include a complete line of the highly popular cartridge fountain pens. In the ballpoint field we have improved our products and introduced a ballpoint ink that we believe is the finest available.

In the years ahead, research, development and diversification must play new and vastly more important roles in our operations, providing avenues of growth that may well be completely unlike anything that the company experienced during its first half century.



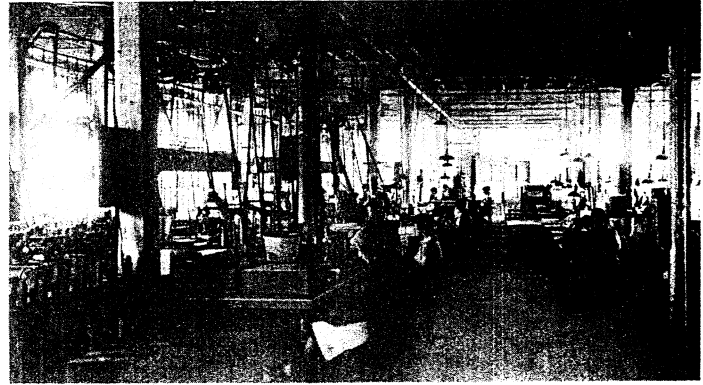
# MANUFACTURING

# *Then and Now*

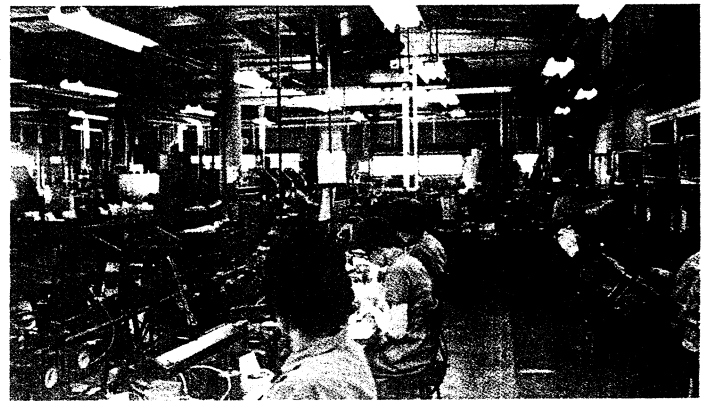
ALTHOUGH NO pictures are available that show the workroom of W. A. Sheaffer's Fort Madison jewelry store as it appeared in 1913, we do know that it was a very small area. When manufacture of the first Sheaffer pens was begun in the shop, there were no more than half a dozen employees, and each pen was carefully manufactured and assembled by hand. This was adequate in those first days, when sales volume was small. But as the new product, with its lever-fill convenience, won the approval of consumers, there was increasing need for greater production. At the same time, it was necessary to lower unit costs if the fledgling company were to capitalize on its early success as to meet the strong competition of well established firms. From profits made in the first months of operation, machines were purchased to help the growing number of employees do a better job faster and more easily. By the time our company had moved to its first full-scale factory in the former Morrison Plow Works, scenes like this one of the early pencil department were typical.



THE MORRISON Plow Works building had served as the center of our manufacturing activities for 35 years when our present plant was completed and opened in 1952. Even though many improvements had been made in the old plant during its years of service, there had been definite limitations on the working conditions that could be provided, as well as on the changes that could be made in manufacturing procedures. The years of profitable operation had put us in a strong financial position that warranted a major investment in a new plant. From planning to layout and equipment, the \$3.5 million facility was designed to provide completely modern working conditions and maximum operating efficiency. Such sweeping changes were essential, in view of the highly competitive conditions that have existed in the writing instrument industry since World War II. Without up-to-date facilities and vastly improved machines and tools, it would have been difficult to maintain our position as a leading manufacturer of fine, quality products. Better tools and methods, more jobs, higher earnings and growth have all gone hand in hand. (Part of today's Pen Point Department is shown at right.)



AS THE years went by, many changes were made in the Morrison Plow Works building that had become the home of the Sheaffer Pen Company. In the Twenties, we had become a nationally known firm, and the Sheaffer brand name had gained a solid place on retail counters across the nation. Our confidence in the craftsmanship of Sheaffer employees and the precision of our manufacturing methods had been reflected very early with our introduction of the first Lifetime fountain pens in 1920. Distribution and sales climbed upward together. Our product line was expanded and improved. The number of employees grew rapidly; production grew even more rapidly with the constant addition of new and better equipment. Total production costs were, of course, much higher than in the early days of hand operation, but the cost per unit was much lower. Thus, we were able to maintain competitive prices on our products and further sales growth. Shown at the left is a plant scene typical of the Thirties and Forties.



# MARKETING CHANGES

**T**HE Sheaffer Pen Company's first salesmen, George Kraker and Ben Coulson, had neither an advertising nor merchandising program to back them up as they started out to sell the new lever-fill pen from their office in Kar City, Mo., in 1912. However, since they were covering only an area in the midwest, and since the pen was such a marked improvement over competitive models, they achieved great success without this help.

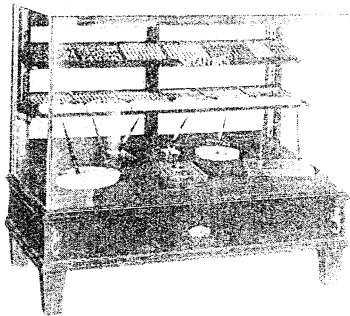
Additional salesmen were hired after the company was incorporated in 1913. Reaching dealers and establishing widespread distribution was a prime order of business. Among the first salesmen to join the company was Harry Waldron, at that time a sales manager for the S & H Corp., distributor of Green Stamps. He became Sheaffer's first general sales manager and then vice-president of sales, guiding this area of operations for almost 40 years until his retirement in 1953. Today, nearing 80, he is still closely associated with the company as a member of the board of directors.

The company's national advertising program was launched in 1914 with a full-page ad in the Saturday Evening Post. This marked the first time that people in most of the nation had heard of the pen with its new filling device. Sales grew, and soon Sheaffer ads were appearing in many leading magazines of the day.

A key point of W. A. Sheaffer's marketing philosophy was that quality merchandise had to be effectively displayed. One of his first moves was to make available showcases that would provide a distinctive setting for the company's pens and enable dealers to stock them in quantity.

Sheaffer dealers were also encouraged to become Sheaffer shareowners. Mr. Sheaffer felt that would provide the dealers with added incentive and enable them to benefit from the company's growth.

Dealer newsletters were soon brought into use as a communications device to support salesmen in reporting what was new and what was going on at Sheaffer's. The first issues had a newspaper format.



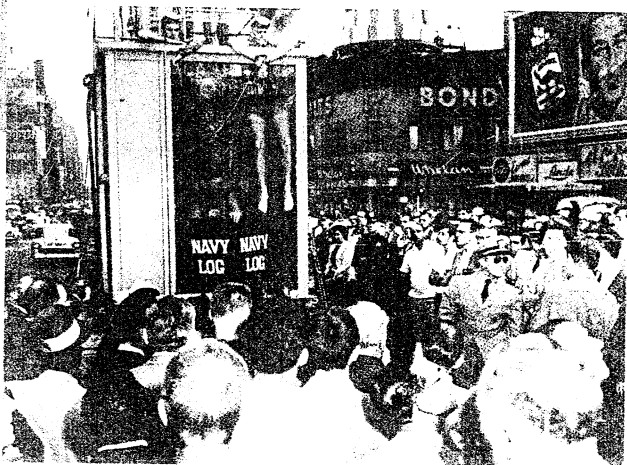
This early Sheaffer showcase is unattractive by today's standards, but it was a highly effective sales aid during the late Twenties and early Thirties. Point-of-sale display was an important key to growth for the company, as it pioneered in the sale of higher-priced quality pens.

The first sales conference was held in Fort Madison in 1925 for representatives from the midwest area. A year later, when all salesmen came in, it was necessary to hold the meeting at the Masonic Lodge in order to accommodate them. Meetings were held each year after that at the clubhouse, which was completed in 1927.

From the very beginning, all such meetings were highlighted by the forceful and inspirational speeches of Mr. Sheaffer. He was a skilled speaker, but his enthusiasm and his confidence in the company's future were what made his presentations memorable. He was able to offer numerous sound selling suggestions, because he was truly in his element — talking about his favorite subject.

In the late Twenties Sheaffer salesmen approached dealers with the idea of selling writing instruments in ensembles. It hadn't been done before and it turned out to be a sure-fire way to increase unit sales a dollar volume. A few years later the autograph feature

National sales meetings became an annual event for the company's Marketing Division after 1925. For many years they were held at the clubhouse, as shown in the picture at the right, taken during the Forties. A decade later, a Sheaffer sponsored TV show, Navy Log, was promoted via a demonstration by Navy frogmen in New York's Times Square (below).



# through the years

for fine pens became a highly successful merchandising idea.

The product innovations created by Sheaffer people during the Twenties and Thirties gave the advertising department much to talk about. Announcements of Sheaffer "firsts" came in rapid succession.

From the time that the first "Lifetime" fountain pen at \$3.75 became top sellers, the company sought to protect its franchised dealers from price-cutting by establishing firm price maintenance policies. It wasn't long before these policies were tested in court by dealers who couldn't get Sheaffer merchandise because of their price-slashing operations. In the early Thirties the company's right to establish price maintenance was upheld in a U. S. circuit court. It was not the end of the battle, however. In later years the company was forced to take frequent legal action against price cutters. Today, price maintenance remains a company policy, although the post-war rise of discount houses has made this protection for dealers more difficult to sustain.

During World War II the company did not stop advertising, even though it had virtually no products to sell. Rather, ads were devoted to the purchase of government bonds and other phases of the war effort.

After the war marketing efforts became more extensive than at any previous time in the company's history. Full-scale sponsorship of radio programs was added to magazine advertising. A few years later the company took advantage of the newest medium -- television.

A dramatic marketing crisis occurred the first Christmas season after the war, when it appeared that a flood of orders from dealers could not be filled on time. Much good will was created when the company solved the problem by flying merchandise to dealers by chartered plane.

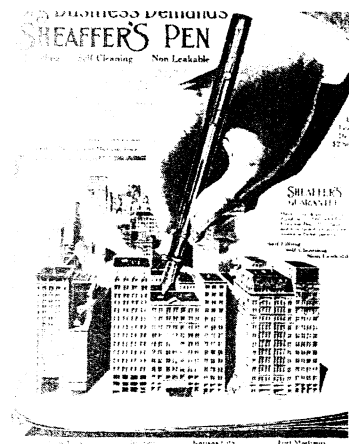
Through the years, most company sales were made directly to franchised retailers. At times, selling to wholesalers was undertaken, but always on a limited scale. It was not until the present three-divisional arrangement was started in 1959 that the company designed complete and individual retail, wholesale and specialty marketing programs.

These represented a change in company philosophy and required new advertising, merchandising and selling techniques. The rapid sales increases registered by the Popular Price Division are the best measure of how this latest marketing plan has succeeded.

Because nothing happens for a company until its products are sold, and because there is no growth without customer support, effective marketing has always been a vital key to Sheaffer success.

Marketing flexibility marked the company's battle to be a leader in past years. It will be the same story in the future.

The first national Sheaffer ad appeared in the Saturday Evening Post in 1914.

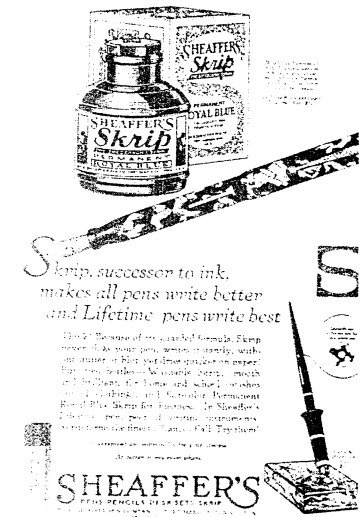


The newest achievement in mechanical pencils was announced in an early 1920 ad.

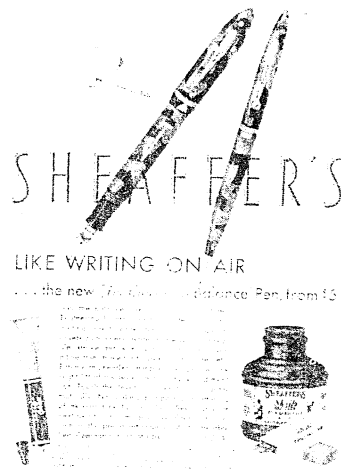


After the formula was developed in the Sheaffer laboratory, Skrip writing fluid was promoted during the Twenties with ads like that below.

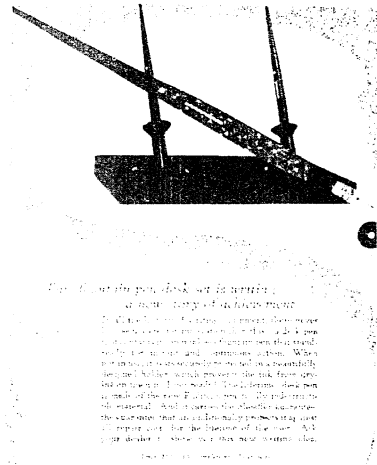
The desk set was a popular advance when Sheaffer announced it with ads like this one in the mid Twenties (bottom of page, right).



During the depression years of the Thirties the company continued its efforts to improve the quality of writing instruments. One important development was the "Feathertouch" point, promoted in the 1933 ad below.



BALANCE PENS, \$2.75 UP - JUNIORS, \$2.00



SHEAFFER'S

# The Presidents

## W. A. SHEAFFER

THE founder and first president of our company, Walter A. Sheaffer, had a great understanding of the techniques of merchandising quality products. With it, he possessed a contagious enthusiasm for selling quality. This combination provided the spark of success that enabled his fledgling pen company to survive in a highly competitive situation where, normally, the odds were all on the side of failure. Mr. Sheaffer had not gained his merchandising skill easily. He had not been able to finish high school because financial need forced him to begin working early in life. He held a variety of jobs before becoming a partner in his father's jewelry business. There, and later in his own jewelry store, which he launched in Fort Madison in 1906, he perfected his merchandising skills. When he decided to risk his hard-won life's savings to go into the pen business at the age of 45, he was able to transfer these skills from the challenges of a small retail store to those of a manufacturer for national markets. He was president for 25 years and remained active in company affairs until his death in 1946.



## C. R. SHEAFFER

WHEN Walter A. Sheaffer became chairman of the board in 1938, his 41-year-old Craig Sheaffer, succeeded him as president. The strong leadership the company had enjoyed did not diminish as a result of change. Craig had grown up with the business—from the time the pens were hand-fashioned in the workroom of his father's jewelry store. He was keenly aware of the growing pains through which the company had progressed during its first quarter century. He knew the people, problems. With his father, he shared the conviction that the growth potential was vast. Because he believed in them, he was readily able to carry on the warm and personal management policies of the early years. He did this even as the company expanded to the point where management might easily have become impersonal. Under his direction, sales and profits climbed steadily. When World War II came, Craig willingly accepted the new challenge of contract work for the government. When the war was over, he and his employees quickly made up lost ground in the writing instrument industry and regained their hard-won position of leadership.



## W. A. SHEAFFER II

WALTER A. Sheaffer II, Craig's eldest son, has been our president since 1953, when his father resigned to accept a governmental appointment as assistant Secretary of Commerce. The company had also been the center of young Walter's life, and although he was only 30, he had served his management apprenticeship by working in a number of company departments. In the period since 1953, company writing instrument sales have reached their highest point—the \$30 million a year range. Even more significant, it has been a period of diversification, of increasing emphasis on searching for new product areas in which the company might grow. A domestic subsidiary, Maico Electronics, Inc., of Minneapolis was purchased in 1957. Foreign manufacturing plants have been established in Brazil and Argentina to enable the company to better reach and serve the potentially explosive markets overseas. New and expanded management functions in the areas of diversification and long-range planning have been established, placing greater emphasis on them than at any other time in the company's history. Other new management techniques, including greatly expanded use of data processing, have been introduced to help meet competitive challenges of the Sixties.



# Sheaffer Overseas



The first international catalog was printed in 1924, shortly after we began exporting our products. Reproduced above is a page from the Spanish edition.

ALTHOUGH the greatest emphasis on our overseas operations has occurred since World War II, it was in the early Twenties that we first began exporting our products, with Canada as our first major customer. The first international catalog was printed in 1924.

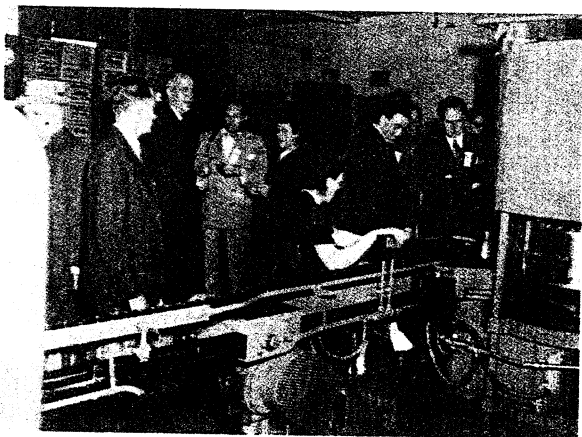
As sales volume in Canada grew, we set up a small assembly operation in Toronto in 1927. Manufacturing facilities were established there after World War II. When fire destroyed the plant in 1946, another building was purchased in Malton, a suburb of Toronto; it served as the headquarters of Sheaffer Pen of Canada until our present million dollar plant was constructed at Goderich, Ont., in 1954.

In the Twenties and Thirties, our attention was focused primarily on the domestic market, where sales were rising rapidly. Through a part of this period, management of the export function was on a part-time basis. But as the number of our overseas distributors grew, and as the handling of export orders became increasingly more complex, a full-time export manager was appointed. Two of the distributors named by the company during the Thirties are still associated with us—Alex Pirie & Sons (Pty.), Ltd., of South Africa, 1930, and the Honolulu Paper Co., Ltd., 1939. Today we export to over 150 markets around the world.

In 1947, the first export convention was held in Fort Madison. The second such gathering of our overseas distributors was held at our main plant in 1956.

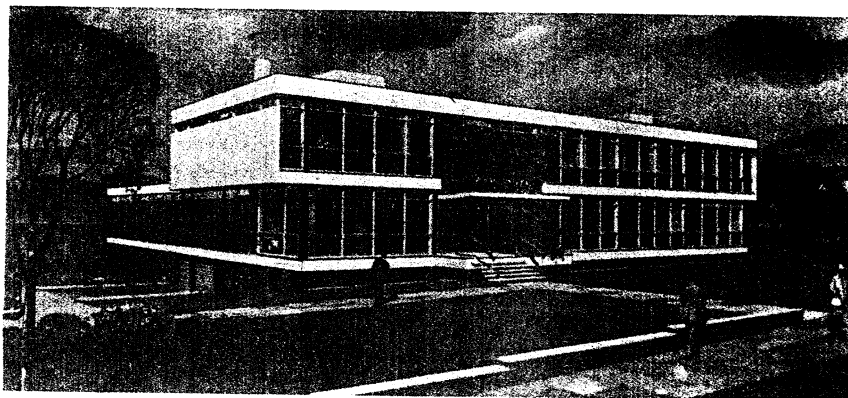
In the Fifties, we opened subsidiary operations in England, Australia and Sao Paulo, Brazil, and signed license agreements with Packard Ralph Mengel of Buenos Aires and Jade-Drake Writing Materials N. V. of Utrecht, Holland, whereby these firms would manufacture certain Sheaffer products for sale in their markets. In 1962, we purchased controlling interest in the Mengel firm.

Today, overseas markets possess great potential, yet are often clouded by tariff restrictions, as well as the economic and political upheavals taking place in many areas of the free world. Competition among U. S. firms and their counterparts in other nations to get and maintain leadership in overseas markets is rugged, comparable in its intensity to the battles waged on retail counters in America. For parent U. S. firms, the management of foreign subsidiaries in the 1960's requires the same skill and coordination that has been applied over the years to domestic operations.



By 1947, Sheaffer distributors were located in many areas of the world. That year they met together for the first time at an export convention held in Fort Madison. Some of the overseas visitors who attended are shown looking over the Skrip bottling line in the above picture.

This is a sketch of our new plant in England, being constructed this year. Our English subsidiary has been largely a sales organization since it was established in 1952, but it now will also be a manufacturing operation.



# PEOPLE AND EVENTS

The baseball diamond at Employees' Park was officially opened in 1948. This group of Sheaffer baseball stars posed with Craig Sheaffer (center, front row) to help commemorate the event.



Employees with 40 years or more of serv gathered for this picture in December, 1959. B row (left to right) are Bob Casey, George B Ed Peoples and Craig Sheaffer. Front row (left right) are Hilda McMillan, Cora Dye, Alice Hirs ler, Bernard Muerhoff and Al Hetzer.



These charming ladies ( and gentleman) comprised the office force in 1917, when fashions, all will now agree, left something to be desired.



Personnel in the Repair I ment were gathered for a mental meeting when this was taken. The date was M 1946, and operations were back to normal after World V

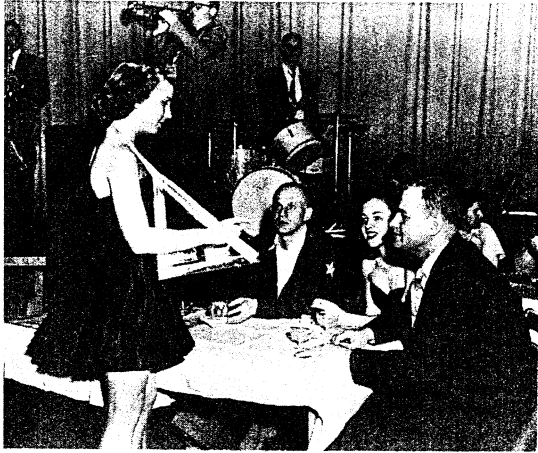


In the Twenties, a well known organization in Southeast Iowa was the Sheaffer Lifetime band. Its music brightened various social functions during that period.



# R A HALF CENTURY

Craig Sheaffer was given our 50 millionth fountain pen when it left the final assembly line in 1952. Since that time, with greatly increased production, the number of pens produced (including ballpoints) is around the 200 million mark.



In the late Forties and early Fifties, the annual Sheaffer variety shows were a highlight of the entertainment season in Fort Madison. In 1951, theater goers were treated to "Jewels for the Rajah," which featured the comely young ladies at the right. The following year, it was "Follies Scandals of 1952," which included the above night club scene.

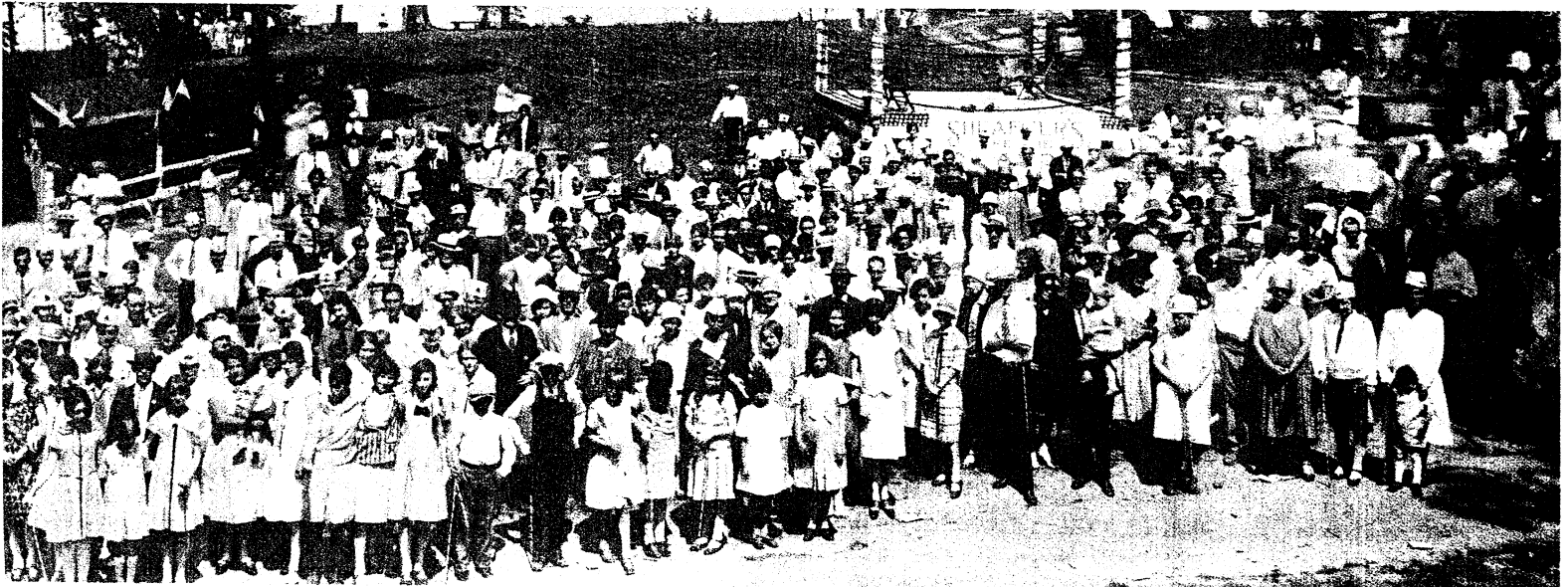


George Beck, then executive vice-president, presented a 10-year service pin to President Walt in 1955.



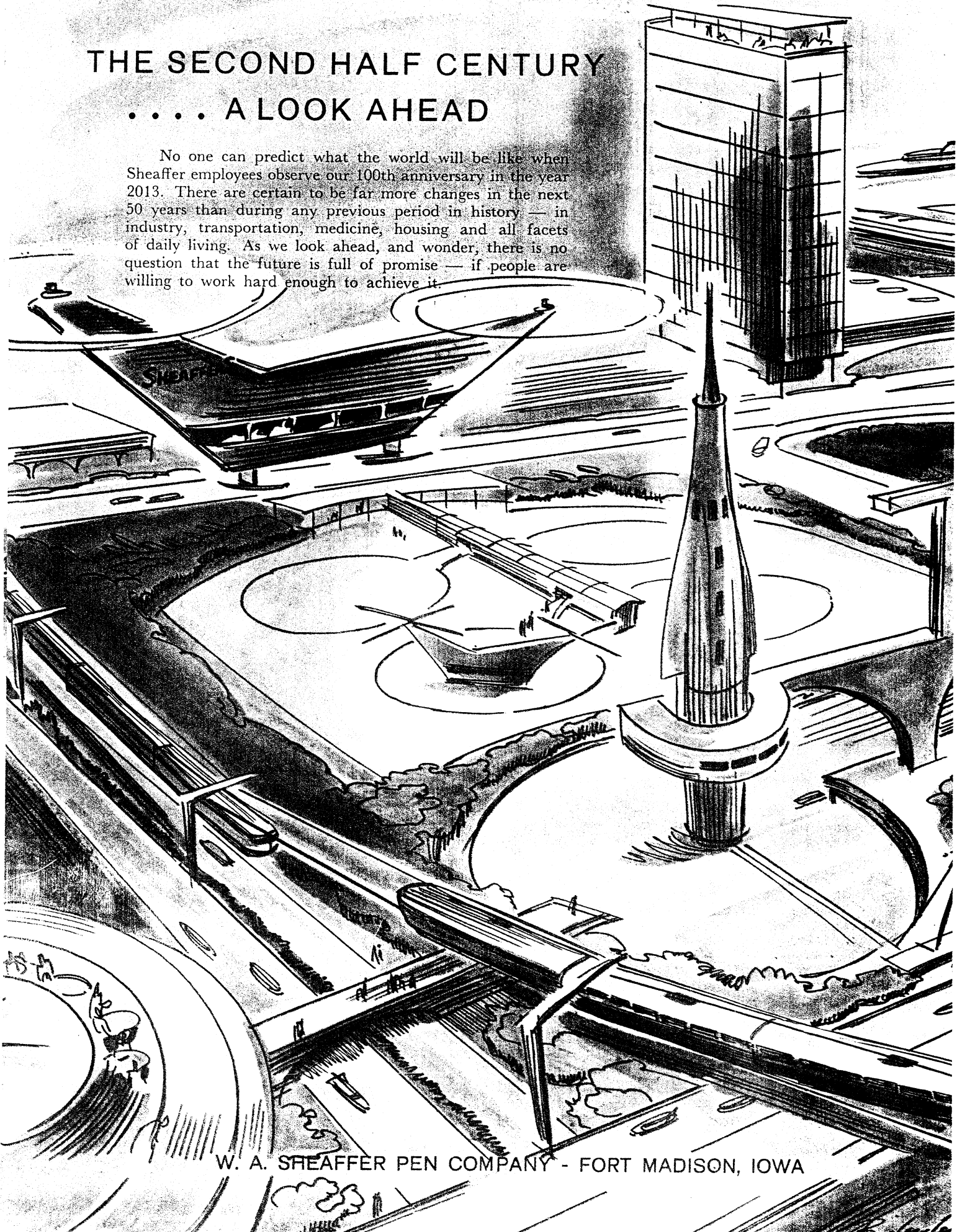
In 1949, company management included these members of the Foreman's Club, shown during a meeting at the Employee Clubhouse. In intervening years, membership of the club has been enlarged and the name changed to "Management Club."

Annual company picnics for employees and their families are a long-standing tradition. This was a part of the crowd on hand for the second annual picnic in the summer of 1927.



# THE SECOND HALF CENTURY ... A LOOK AHEAD

No one can predict what the world will be like when Sheaffer employees observe our 100th anniversary in the year 2013. There are certain to be far more changes in the next 50 years than during any previous period in history — in industry, transportation, medicine, housing and all facets of daily living. As we look ahead, and wonder, there is no question that the future is full of promise — if people are willing to work hard enough to achieve it.



W. A. SHEAFFER PEN COMPANY - FORT MADISON, IOWA

*Enders*





## Review

## Camera

## At

## The

## Annual

## Picnic

ABOUT 700 people enjoyed the fun and games at the recent annual employee picnic. Some of the activities are shown in the pictures on this page. Members of the committee who planned and carried out the event included (below, front row, left to right)—Letta Grosekemper, Orinda Boring, Charlotte Paschal, Laurel Daugherty, Mary Bender, Elaine Schmidt and Roselyn Johnson; (second row, left to right)—Terry Parker, Eldon Koechle, Frank Griswold, Dorothy Lamb, Paul Lake, Clara Jameson, Mildred Hutchinson, Letha Burghoffer, Charles Leake, Michael Daugherty, Thomas Gilman and Clifford Gray.



## Subsidiary Managers Map Plans

(Continued from Page 2)



INTERNATIONAL plans, programs and management techniques were the subjects for a week-long seminar held in Fort Madison last month and attended by the heads of our subsidiaries in other countries. Shown above during a plant tour are (left to right) Frank Wallis, manufacturing manager for international; Bill Dewane, Brazil; Ralph Mengel, Argentina; Clyde Everett, Canada; Glenn Stott, Australia; Norm Crabtree, England, and John Hauck, manager of the Pen Point Department. The department employees are (seated, left to right) Letha Burghoffer, Pearl Stephens and Hazel Humphrey.

OH, THOSE TAXES—Congress has been asked to carry out a broad investigation of federal research spending. There seems to be a need for it, because puzzling, and costly, items keep coming to light.

*Item:* \$80,700 to study dolphin "talk" in order to try to set up communication between these sea mammals and humans.

*Item:* \$1¼ million to study "the affectional relationship" of an infant monkey to its mother.

*Item:* \$26,565 for studies of silent thinking.

*Item:* \$8,025 for a study of the social role of aging wild ungulate.

*Item:* \$20,092 for studies of disease in a giant snail.

*Item:* \$61,985 for initiation and support of a colony of baboons.

You could go on and on. Unless we want to talk with a dolphin or live with an aging wild ungulate, we'd better write to our congressmen.

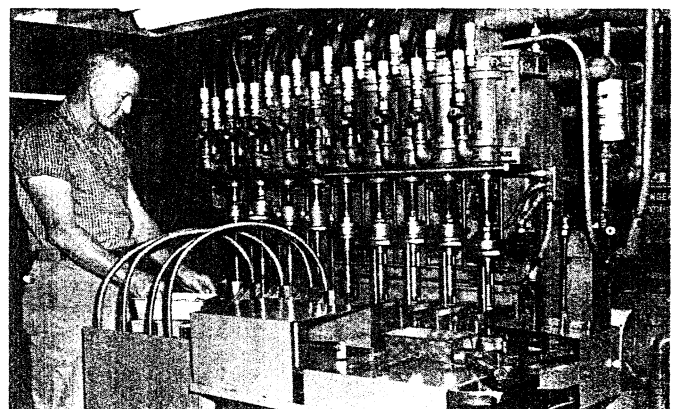
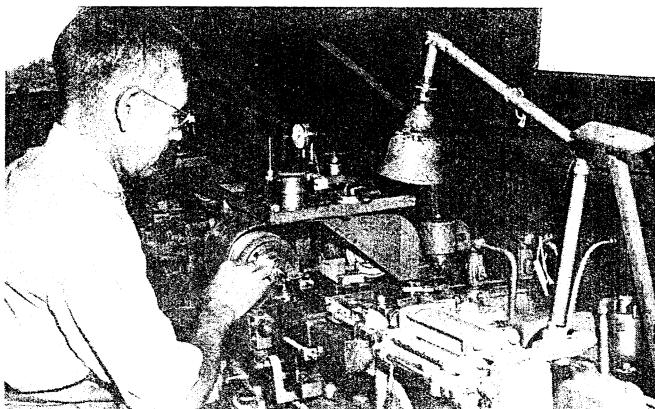
## Spotlighting Sheaffer Jobs

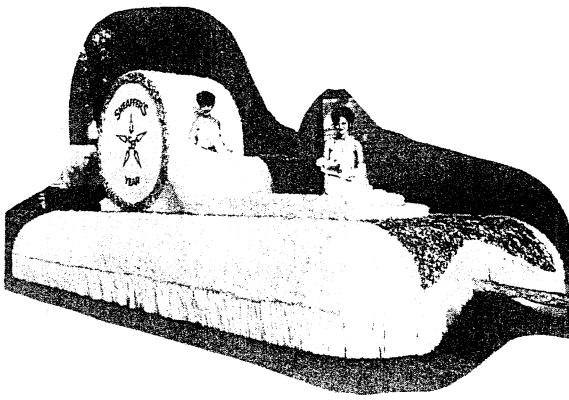
*(ED. NOTE:—A finished writing instrument and its sale are the result of hundreds of separate operations, performed by many employees. Each requires particular skills and is vital in its own special way to product quality and the success of our company. This is the twelfth in a series that describes the jobs in this production and sales chain.)*

The barrels for plastic "Touchdown" fountain pens are made ready for assembly with component parts in the operation shown at the left. A molded barrel blank is transformed to a machined barrel shell in one operation. This is an improvement over former methods,

where two completely separate steps were required. Production is over 500 barrels per hour. The operator is Wilbert Seigfried, Plastic Fab.

The plunger tubes and sac protectors used in "Touchdown" filling mechanisms are made from flat brass stock in the deep draw operation shown at the right. The stock, 1.750 inches wide by .0058 of an inch thick, is blanked into a cup shape in a previous operation. The cup is automatically processed through nine operations on the deep draw equipment and formed into a tube. The production rate is about 1,000 per hour. The operator is Carl Holterhaus, Metal Fab.





### Float Salutes 50th Year

Marcia Stephens, Payroll (left), and Joan Bertlshofer, Skrip, were highly decorative additions to our 50th anniversary float, which appeared in the Fourth of July and Rodeo parades in Fort Madison. Arrangements for the float were made by an anniversary committee headed by Personnel Manager Earl Mekemson.

### Sheaffer Women Have Softball Team



A SHEAFFER woman's softball team was formed again this year to play against area teams. Shown above before starting a practice session are (front row, left to right) coach Bob Wyrick, Kathy Moeller, Doris Martin, Barbara Moeller and Del White; (second row, left to right): Kathy Brent, Joyce Rider, Esther Day, Darlene Rudicil, Nellie Thompson and Jen Jenson. Others on the team were Judy Rider, Sharon Retigg, Evelyn Humburd, Ruth Ann Moeller and Jean Little.

## The Question Box

QUESTION: "What do you think will be the biggest issue in next year's presidential election?"



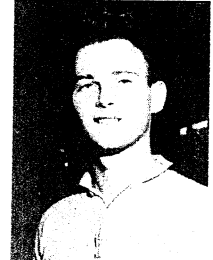
**SUE McKEOWN**, Corporate Finance — Civil rights. If President Kennedy is too vigorous for the Negro, he will lose the South. If he is too weak in his program he will lose the North.

**FELIX GUZMAN**, Data Processing — The racial turmoil throughout the nation. This problem should be solved for many reasons — one being that it is very good propoganda used by the Communist countries.

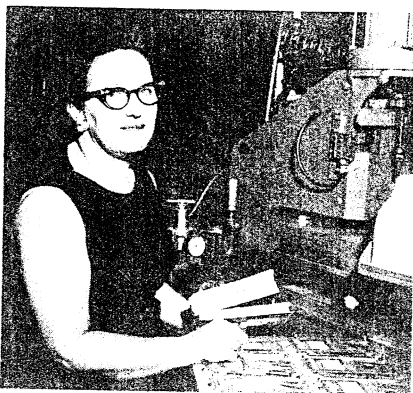


**PAT LOTER**, Stock & Warehouse — The candidates' stand on integration and foreign policy. If some nations continue nuclear testing this may again become an important issue.

**ELDON KOECHLE**, Pen Point — I believe the subject of whether Negroes should have equal rights will be a big issue in next year's presidential election.



### Sheaffer Good Neighbors . . .



Elva Timpe, Packaging Department, Plant No. 2, serves as senior regent of The Women of the Moose in Fort Madison. It is the top office in that organization.

An employee for 19 years, Elva is a machine operator. She says bowling rates as her favorite pastime and has been active in the sport for 15 years. She is a member of a team in a Fort Madison league.



**PATT LACKE**, Public Relations — The presidential candidates' stand on civil rights will be the concern of most Americans. This in turn might encourage a few of us to brush up on our American government — the first time in many years.

**GARY COLLINS**, Punch Press — The problem of civil rights. The outcome of this issue, in my opinion, will determine the re-election of President Kennedy.



301 Avenue H  
Ft. Madison, Iowa  
Return Requested

ROY NEAL  
#10 Storms Court  
Ft. Madison, Iowa

Bulk Rate  
U.S. POSTAGE  
**PAID**  
Ft. Madison, Iowa  
PERMIT No. 12

PK

# -- Service Anniversaries --

## — 5 YEARS —

Twyla Conlee ..... Plastic Fab  
Jean Fear ..... Sec'y. to  
Managing Director (England)  
Walter Harrison ..... Dispatch  
Supervisor (England)  
Judy Holterhaus ..... Production Control  
Mary Lou Perry ..... Data Processing  
Goeffrey Scott ..... Area Sales Supervisor  
(England)  
Norman Washburn ..... Tool



Nilas Long  
Engineering



Charlotte Paschal  
Production Control

## — 10 YEARS —

Mary Cox ..... Gen. Office Services  
Robert Dougherty ..... Tool & Die  
Charles Greene ..... Northern Area  
Sales Manager (England)  
Genevieve Litvay ..... Gen. Office Services  
Nell Mutter ..... Data Processing  
Harlan Ross ..... Tool & Die  
Howard Ross ..... Plating  
Louise Watts ..... Traffic

W. E. Beelman  
Tool



## — 15 YEARS —

Mary Quinlan ..... Desk Set  
Dorothy Radel ..... Systems

## — 20 YEARS —

Howard Herold ..... Accounting  
Ernest Hobbs, Sr. .... Tool  
Lucille Hutcherson ..... Service  
Kester James ..... Stock & Receiving  
John Kroes ..... Credit  
David Looney ..... Metal Fab  
Johanna Meisel ..... Plastic Fab  
Frances Ramirez ..... Metal Fab



Leslie Hall  
Production Control



Louise Kassmeyer  
Accounting

## — 25 YEARS —

Agnes Holterhaus ..... Shipping  
Peryl Kress ..... Plating  
Lorene Fichtenkort ..... Plastic Fab



Naomi McNeill  
Quality Assurance

## — 30 YEARS —

Forrest Weiser ..... Production Control

## Two Veteran Employees Retire

Two veteran employees, Mary De-Good, Metal Fab, and Dale Edlen, Service, retired in recent weeks.

Mary joined the company in 1946 and had almost 17 years of service. Dale became an employee in 1920 and had over 43 years of continuous service—38 of them as a member of supervision. He was promoted to foreman in 1925 and has participated in company management through all of the years of greatest growth.

Mary reports that she has no definite plans but would like to arrange for part-time work, if it is available. "I'll also have more time to spend with my daughter and my son and their families," she says.

The automatic equipment that has greatly increased production constitutes the biggest change Mary has observed in our operations. Her most interesting experience has been "meeting different people through the years."

Dale says that he will "play golf, fish and probably do a little hunting. I also have work to do around the house."

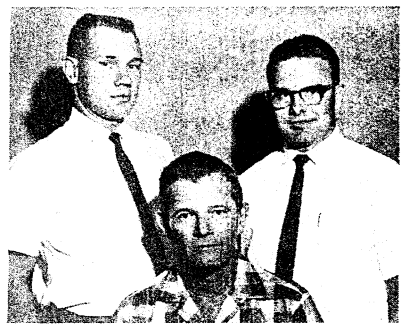
Automation, and the introduction of ballpoint pens and our line of popular price products, are the most important changes along the way, Dale says. His most interesting experience came when the new building was completed.



Dale Edlen

### Bowling Officers Named; Season Opens

Play got underway in the Sheaffer Men's Bowling League in September, with eight teams competing for championship honors. The schedule will close in April. League officers, elected at an organizational meeting last summer, are (left to right in picture at right) Rodney Fraher, secretary-treasurer; Joe Peacock, president, and Bill Orr, vice-president. The Pen Point team is defending champion.



Head Sheaffer Men's League (see story at left).